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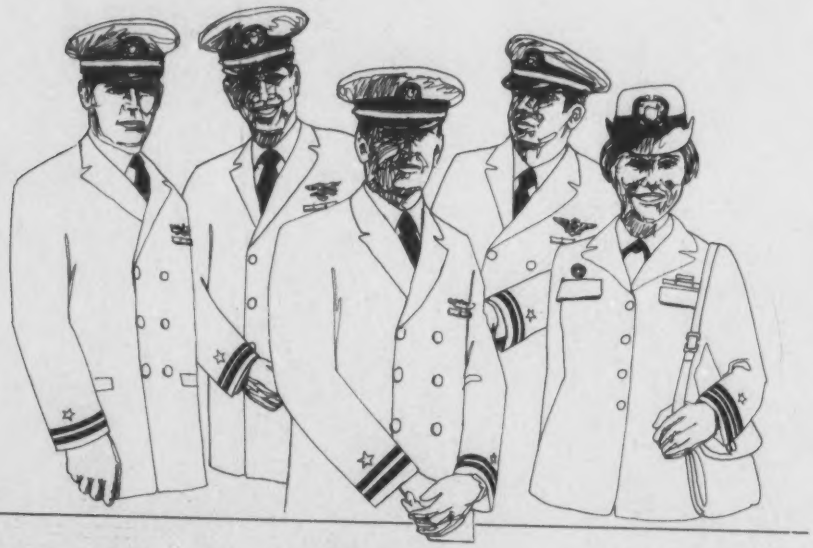

1986 EDITION

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PREFACE

FOR

1986 EDITION

OF

UNRESTRICTED LINE OFFICER CAREER PLANNING GUIDEBOOK

The Unrestricted Line Officer Career Planning Guidebook is issued to provide career planning information and guidance for the unrestricted line (URL) officer. Included also is a quick overview of selected restricted line (RL) and staff corps communities.

The intended utility of the original Guidebook, stated below, remains true of this edition.

> "...it contains answers to questions frequently asked of an assignment officer in the Naval Military Personnel Command. It is not a complete treatment of all the variables associated with officer distribution, but it does set forth sufficient information concerning the distribution process to enable officers to become intimately involved with their career planning."

URL officers, regardless of grade or community, are encouraged to improve and expand their knowledge of their professional development. This volume should assist officers to participate with their detailers in planning their careers.

This publication will be reviewed and updated periodically to provide the latest career planning information for the unrestricted line officer community. Comments and recommendations for future topics or changes are encouraged and may be made directly to the Director, Military Personnel Policy Division (OP-13).

Reviewed and approved:

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Rear Admiral, U. S. Navy
Director, Military Personnel
Policy Division (OP-13)

UNRESTRICTED LINE OFFICER CAREER PLANNING GUIDEBOOK

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A USER'S GUIDE

The very existence of this publication is testimony to the fact that naval officers are encouraged to take an active role in the planning of their careers. It presents guidance to the career oriented naval officer so that the officer may plan for and intelligently help formulate future assignments. There is no single promotional path within the Navy, nor should there be. The path is competitive; there is no single criterion for achievement ... except for performance of assigned duties.

An attempt has been made to provide each Unrestricted Line (URL) community with clear standards for each phase of a career. Complementing the individual designator structures are broad career characteristics that are common to all.

There are several career points at which you, as an URL officer, must make conscious decisions regarding your career. They require an intelligent blending of past experience, loyalty to the profession, and advice from informed sources in the establishment.

It is the goal of this publication to be one of those sources.

The first chapter contains background information on specific areas of career development that can be taken as common to all unrestricted line communities. Since it is expected that each naval officer will have more than a passing interest in these programs, it is recommended that the information in Chapter I be thoroughly absorbed before turning to the particular chapter that applies to your designator of current interest.

Chapter II has been provided to help you assess your career potential realistically. The intent of this chapter is to enable you to determine those areas that require special attention on your part. It will also facilitate your identifying the types of duty for which your particular aptitudes and your past experience make you well qualified.

It is also beneficial to take the few minutes required to review the development structure offered to your counterparts in other URL communities. In this way, you can better understand their relative needs, potential, and operations. This will become very important when you are required to work with or for an officer of a different URL community or, more importantly, to lead a group of diversified URL specialists.

A quick overview of the restricted line (RL) and staff corps is provided to show the entry criteria and developmental path for particular communities. Such information may be useful when considering a lateral transfer from the unrestricted line. In the

final chapter attention is given to career paths for officers of the Naval Reserve on active duty.

To supplement the book, Appendix A outlines various educational programs available to you and Appendix B provides an overview of professional development within the Weapon Systems Acquisition Manager (WSAM) program. Appendix C provides information for professional development for the Material Professional (MP).

No source of information on career planning is global in scope. This publication will help provide you with sufficient information to ask specific and appropriate questions when dealing with your assignment officer. Your interest and active participation will enable you to make significant career decisions resulting in a successful and professional career as a naval officer.

CHAPTER I

IN PURSUIT OF A NAVAL CAREER

101. Career Guidance

During the course of a naval career, you will receive career counseling from your commanding officer, your department head, your peers, your spouse, your detailer, your newspaper, etc. The importance of the counseling that you receive from each is a personal judgment. It is a time-honored tradition that the most appropriate, best qualified, most knowledgeable source of career guidance is a junior officer's commanding officer. As a result of their previous experience and exposure, commanding officers have amassed a wealth of knowledge from which the less experienced junior officer can derive great benefit. The credibility of the counseling is evident in that the source of the guidance is an individual whose professional excellence has been recognized by command.

The dynamics of the system may outdate an individual's personal experience. The way it was done may no longer be the way it is done. Career development is as dynamic as the external forces that put demand on the Navy and therefore the requirements of a naval officer. This publication will help indicate where present emphasis is, and will be updated when the emphasis shifts.

102. The Placement/Assignment Cycle

Aside from the general information on your career development that is contained within this guidebook, the one source that is able to stay current in both the overall situation as well as each officer's personal case is the assignment officer, your detailer. The detailer can tell you how you compare with competition, what your career potential is, what qualifications you need, when you can expect to rotate, how realistic your personal desires really are, whether you should consider a special program or maintain your current plan. Your detailer can assess your career development goals in the context of the needs of the Navy and your own professional needs. The detailer is normally an officer of similar designator who is familiar, on the basis of recent experience, with the career move you are facing. The problem you face may seem difficult and unique, but more than likely this situation has been previously encountered. Armed with your personal preferences, knowledge of your professional performance and insight into your need for certain qualifications, your detailer will attempt to place you in the billet that will both challenge and stimulate your ability and afford an opportunity to excel professionally.

The detailer's counterpart in this process is the placement officer. In the same manner that your detailer

represents you, the placement officer represents the command. As such, it is this officer's function to seek the most qualified officer for a particular billet. Just as you define your preference for an assignment, the command has identified specific skills, experience, and requirements for each billet in the unit.

The assignment process is not simple; however, the more you know and understand it, the easier it will be for you to take an active part. Stated succinctly, the process functions to place the right officer in the right billet, in a timely manner, while striving to accommodate each individual's preference at a minimum cost. Consider, for example, your projected rotation date (PRD). If your billet requires an onboard relief, then he or she must be programmed in it so that you can leave in time to be the onboard relief for the officer you are relieving. Thus, within a given period of time (normally two months either side of the completion of the tour), only certain billets will be open. A chain of reliefs must be performed smoothly for you to transfer at PRD. For example, your proposed relief has a car accident and requires hospitalization. Reaction to immediate problems or needs of the operational forces also occur; and your programmed relief may end up going somewhere else. It will take some time to program and set up a new relief. Meanwhile you will stay where you are. On the other hand, you may end up going where you least expect -- and on short notice too! Every effort is made to stabilize the personnel flow, but it cannot be done in all cases. These disruptions may never happen to you, but be aware of and prepare yourself for such occurrences.

In some cases an assignment is dependent on a successful board screening. Some of these screens are for graduate school, service college, and command. These are formal boards separate from, and in addition to, promotion boards. So some assignments must be delayed until a board determines your status.

The actual mechanics of the placement/assignment cycle are best described as a group of people and billets all available in a certain time frame, undergoing a process called slating. On one side of the page are the available billets and on the other, the available people. The detailers and placement officers sort out who should go to which billets. The detailer reasons for your needs and preferences. The placement officers, as representatives of the activities, must be assured that the officer being nominated for the billet has the background, based on either training or experience, and the potential to accomplish the tasks required in the billet.

The slating process usually starts 6 to 12 months in advance of an assignment. The earlier the slating is accomplished, the longer it is open to previously discussed perturbations. The tentative slate becomes firm four to six months

ahead of the rotation date. The next process is translating the slate into a set of orders. This is lengthy administrative process designed to be a normal check and balance of the system, as well as part of the required accounting processes. The final output is a set of orders for you.

During the slating process personal preference is a strong consideration. The preference card is the one single document where your choice can and should be stated. Care and effort should be taken to ensure an up-to-date and realistic set of preferences is available. The most judicious guideline to use is that any time you have a change in your preference for assignment, submit a new card. If any of the other data on the card has changed, like the purchase of a house or an anticipated change in dependency status, submit a new card. Not indicating a preference for assignment actually gives the detailer too much flexibility, allowing an assignment to <u>anywhere</u>! So, even if you think you are willing to go anywhere, write that on the card.

As a general rule, detailers deal directly with the individuals whom they represent and with placement officers. Placement officers deal directly with commands and with detailers, not with individuals concerning their own assignments.

103. Officer Promotions

The legal and administrative steps in officer promotions, beginning with the establishment of an officer's eligibility for consideration and ending when a promotion to the next higher grade actually is effected, may be described as a cycle. Within this cycle are three major elements: eligibility, selection and promotion. Each is controlled by various laws, regulations and administrative procedures.

Like any large operating organization, the structure of the officer corps of the Navy forms a pyramid which rises from a broad base of junior officers, through a relatively few flag officers to the Chief of Naval Operations. If there is to be a realistic flow of promotion up this pyramid, all who enter at the bottom cannot reach the top. Each officer does, however, have the same promotion opportunity as his/her contemporaries. Promotion opportunity is the product of three factors:

- Authorized Strength, which is the number of officers of a particular category specified for a grade or combination of grades;

- Promotion Flow Point, which is the number of years of commissioned service at which most officers would be promoted to the next higher grade; and

- Promotion Percentage, which represents the number of officers in the promotion zone to be selected.

These three factors are interrelated and cannot be separated from each other. A change in one will force a change in at least one of the others.

The Defense Officer Personnel Management Act (DOPMA), which became effective in 1981, required the establishment of individual communities or competitive categories for promotion plans. With the goal of equalizing treatment of male and female commissioned officers, separate selection boards for male and female officers of the same competitive categories are not longer convened.

At least once a year, after Congressional approval of officer end strength, DOPMA accountable officers in the grades of Ensign to Captain are determined using the DOPMA grade ceiling tables, and authorized total end strength. From these total numbers the Secretary of the Navy approves a specific number of unrestricted line officers by grade. Vacancies by grade occur whenever the actual number of officers in a grade falls below the authorized strength. From these authorized numbers, known and expected vacancies are measured. The determination of the number that may be promoted each year to fill such vacancies is made by the Secretary of the Navy. The total of all competitive categories may not exceed the DOPMA accountable ceilings at the end of the fiscal year.

The second factor, promotion flow point, refers to completed years of commissioned service. At present, officers in the promotion zone will have the following average number of years active commissioned service at time of promotion:

Grade	Promotion Flow Point
LTJG	2 years
LT	4 years
LCDR	9-11 years
CDR	15-17 years
CAPT	21-23 years

The third promotion opportunity factor, promotion percentage, is determined by dividing the number of officers authorized to be selected by the total number of officers in the promotion zone. Actually, the starting point is the desired percentage. For example, if 140 selections are authorized and a 70 percent promotion percentage is desired, zone size must include 200 eligibles.

Selection boards, composed of senior officers of experience, maturity and varied backgrounds, are convened by the Secretary of the Navy each fiscal year to select officers to grades above LTJG. They subscribe to an oath to consider all officers without partiality and to recommend for promotion a number of officers not to exceed those provided for in the precept. The precept provides that the proceedings shall be confidential and confined within the board room. This avoids external pressure. The selection board is required to submit its findings and recommendations but not the reasons for its decisions.

The selection board report for promotion to captain and below is approved by the Secretary of the Navy. The President approves flag officer selections. The names of officers selected are announced by All Navy (ALNAV) message and those selected are placed on a promotion list for each competitive category in order of seniority. Promotions are effected when needs (vacancies) arise, usually during the fiscal year following the year selected. An ALNAV announces the officer's date of rank and establishes the date for pay, allowances and obligations.

The Navy's standards for the original commissioning of an officer are high. Most of the eligible candidates in our example would probably have "good" to "outstanding" records, and would be qualified for promotion through the grade of commander; however, there are simply not enough authorized numbers to permit all "qualified" officers to be selected. Some qualified officers will not be selected. Many fine officers who are well suited for promotion are not selected due to promotion quota constraints. Many officers who have not been selected for promotion to the next higher paygrade are excellent officers possessing technical backgrounds qualifying them for important and demanding jobs throughout the spectrum of sea, shore and overseas billets. The Navy cannot afford to relegate these officers to jobs which do not tax their capabilities. Non-selection alone cannot and must not be considered a reason for disqualification for assignment of tasks which require ingenuity, ability, and experience. Failure to exploit to the fullest the talents of these officers will adversely affect the naval service and erode our ability to accomplish assigned missions.

While no record of the board's deliberations is retained, records of the eligibility lists are retained. These lists are scrupulously checked and rechecked in every possible way to avoid factual errors. The fact that records of deliberations are not retained is also in the interest of those individuals not selected in that nothing enters their record indicating why they were not recommended for promotion.

104. The Subspecialty System

As you read through subsequent articles on the career development path associated with your own specific warfare specialty, it is important to have a thorough understanding of the Subspecialty System as a path for overall professional development.

The subspecialty system recognizes continued operational development in your designator specialty as the cornerstone of URL career development and, at the same time, to meet total Navy requirements, encourages concentrated development in a subspecialty field. The system includes formal boards to validate billets requiring a subspecialty and to identify officers who have met subspecialty requirements.

As you analyze the career progression path for your own community, you will note the emphasis on earning a warfare specialty designation during the first operational tour. Subsequent operational tours will develop this warfare specialization with each operational tour normally building on the experience of the previous one. Similarly, the complexities of the managerial and technical challenges facing the unrestricted line decision-maker in the higher grades also require a significant degree of concentrated development during non-operational tours. In other words, the same building block concept that applied to "sea duty" also applies to "shore duty." We would not expect a senior commander or captain whose last sea tour was 10 years earlier as a lieutenant to be prepared to command at sea. The same applies ashore. The senior commander or captain without experience with the Planning, Programming and Budgeting System would be hard pressed to perform well in certain key billets in the rapid-paced environment of OPNAV.

The areas requiring subspecialization fall within the framework of the Naval Officer Subspecialty System described in NAVPERS 15839E and OPNAVINST 1000.16E. The system identifies validated billets which require an incumbent with specific education, training and/or experience for best performance. It also identifies officers who have achieved this education, training and/or experience. Subspecialty selection boards have been instituted to identify those officers who establish themselves as superior performers in a particular subspecialty. On the basis of recent subspecialty assignment and good overall career performance, particularly leadership potential, URL officers are designated proven subspecialists - that base of top performing individuals who may ultimately fill the most demanding subspecialist billets in the Navy. As an additional result of the process, promotion boards, which are tasked to select the "best qualified", can easily recognize the URL officers who have subspecialty expertise and proven performance in areas other than their operational fields. Selection board statistics reveal that officers who are both outstanding performers in their designator specialty and proven subspecialists enjoy a high promotion opportunity.

105. Graduate Education

Graduate education is important to a naval officer. The Navy Graduate Education Program (OPNAVINST 1520.23A) accommodates the goal of self-improvement through education while matching officer capabilities and interests to Navy subspecialty requirements in their particular designator.

Several avenues are open to you to obtain a graduate degree and subspecialty. First and foremost is the fully funded graduate program at the Naval Postgraduate School (NPGS), Monterey, California and selected civilian universities. Details of the various curricula are promulgated annually in OPNAVNOTE 1520. About 700 officers are ordered into the fully funded program each year. Officers are selected for this program by a formal board which meets annually in the fall. Regular selection opportunity generally occurs at the third, sixth and ninth years of commissioned service for surface/submarine/special warfare and general URL officers; and at the fourth, seventh and tenth years of commissioned service for aviation and nuclear trained officers. Additionally, you may request to be reviewed by the board at any time between your third and tenth years of service by arranging this with your detailer. Officers with more than ten years of commissioned service must make their request by letter. Your undergraduate academic record plays a significant part in the selection criteria; however, professional performance is the key to ensuring only the best qualified and most deserving officers are selected. Officers selected are notified by the Commander, Naval Military Personnel Command. The board selects officers for both technical and non-technical programs based on their undergraduate study. The selection for a particular curriculum is based on your personal desires submitted on the Officer Preference Card.

A second alternative for a small number of officers (about 30 per year) is the Advanced Education Program (AEP). The AEP allows an officer up to two years of full-time study to complete a masters degree. You receive salary and allowances, but you are responsible for paying your tuition expenses. Applications must be received by the Chief of Naval Operations (OP-114D) by 1 July for September selection board. Selection is based on meeting the program entrance requirements, including your grade point average for graduate courses already taken and professional performance.

A third alternative is the Scholarship Program (OPNAVINST 1520.24) whereby you apply for a grant, fellowship, or scholarship to pay tuition expenses for up to two years of study while receiving salary and allowances from the Navy. Applications may be submitted at any time to the Chief of Naval Operations (OP-114D). Selection is by continuing board action in the Naval Military Personnel Command. You must first apply to compete for a scholarship and, upon receiving the scholarship, apply to accept it. Selection is once again based upon prior academic and professional performance.

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Note that each of the above program requires an officer to incur additional obligated service. Also, you can expect to be ordered into a billet which requires your subspecialty during at least one subsequent shore tour.

The final alternative for obtaining a graduate degree is off duty study at your own expense or using Veteran's Educational Assistance Program (VEAP), GI Bill or Tuition Assistance benefits. Fields of study should match your capabilities and interests to the Navy subspecialty requirements. The Professional Development Education Placement Branch within the Naval Military Personnel Command (NMPC-440) can provide information to assist you.

Undergraduate transcripts, maintained by the Naval Postgraduate School, are reviewed for assigning an Academic Profile Code (APC). This code is used by the Graduate Education Selection Board in evaluating an officer's academic credentials. Written notification of an APC that is non-qualifying for graduate study is provided to officers so that they can, on their own initiative, seek to improve their APC. The NPS Continuing Education Program is one method of self-study available for officers desiring to improve their academic qualifications. This program is also a valuable way to smooth the transition back to academic life for selectees.

Indicating a preferred graduate curriculum on your Officer Preference Card does not imply a decision to undertake graduate study, nor does board selection for graduate school guarantee assignment. This assignment process is subject to the same constraints that limit all assignments: availability, personal desires, and needs of the service. For this reason, your graduate education desires must be communicated to your detailer, especially if you are considering declining this educational opportunity.

The decision to attend graduate school must be carefully considered with a mature outlook to the future. While warfare specialty development will remain the driving factor in the URL officer's career, the subspecialty qualification resulting from graduate education will significantly influence future assignments.

106. Service College

Attendance at a service college is considered a significant milestone in the professional development of a naval officer (OPNAVINST 1301.8A). The service colleges, which include the Naval War College, the National Defense University (National War College and the Industrial College of the Armed Forces, and the Armed Forces Staff College) and service colleges of other armed forces and foreign countries, have historically played a major

role in the professional development of the leaders of the Armed Forces. These service colleges offer selected officers, at suitable points in their careers, a professionally broadening education to prepare them for greater responsibilities. Service college policy specifies that only the most competitive officers are selected for service colleges, and that a high percentage of those selectees will attend.

Service college programs are for selected Active Duty (Regular and Reserve), Inactive Reserve, and TAR officers in the grade of lieutenant commander for intermediate service college and in the grades of commander and captain for senior service college. Normally an officer will be selected to attend only one service college at a given level. An officer who attends service college at both intermediate and senior levels will normally attend the Naval War College at least once. Attendence at an intermediate service college is not a prerequisite to selection for a senior service college.

All eligible unrestricted line officers will have two opportunities for intermediate service college selection. The first selection is made in the year of selection to lieutenant commander. Officers selected at this time are eligible for 3 years from date of selection. Eligibility expires for those who are unable to attend during this period. These officers must be reselected by a mid-grade service college selection board to regain eligibility. Once reselected they remain eligible until their year group becomes eligible for commander.

In August 1984, a major change in senior service college (SSC) selection policy for URL was approved. One SSC selection board will consider only officers in paygrades O-5 and O-6 with 17-22 years of commissioned service and projected rotation dates (PRD) in the forthcoming academic year. Selectees will be eligible for SSC only for the year screened. Exceptions will be made only for extension in command or orders to command.

A maximum of 30% of the quotas will be filled by individuals having 14-17 years of commissioned service and selected by the commander promotion board reconstituted as an SSC selection board. Officers are eligible for a three year period after which they lose current eligibility and become subject to consideration by subsequent selection boards. Emphasis is given to post-command attendance at the Naval War College.

Although not everyone has the opportunity to attend the Naval War College as a resident student, all can participate through nontraditional programs administered by the Center for Continuing Education. The non-resident student is provided a chance to become involved in resident curricula through recently revised and shortened correspondence courses and several

off-campus graduate seminar study programs. Further information concerning Naval War College continuing education courses and Programs may be obtained by contacting the Director, Continuing Education Program, Naval War College (Autovon 948-2115).

107. Restricted Line and Staff Corps

Although not specifically in the career path for a URL officer, the option does exist for officers to laterally (no loss in grade or service time) transfer to the restricted line or staff corps. Communities such as Engineering Duty, Aviation Maintenance, Intelligence and the Supply Corps, to name but a few, rely heavily on lateral accessions from the unrestricted line.

It should be noted that competition for these programs is keen. All URL officers in the warfare communities must attain "specific" warfare qualifications prior to even being eligible for such lateral transfer. Entry criteria vary for each community, but it is universally agreed that your performance record is as much a factor in the selection process for the RL or staff corps as it is for any URL promotion or screening board.

Those communities which accept lateral transfer from the URL are:

- Engineering Duty (14XX)
- Aeronautical Engineering Duty
  - Aeronautical Engineering (151X)
  - Aviation Maintenance (152X)
- Special Duty
  - Cryptology (161X)
  - Intelligence (163X)
  - Public Affairs (165X)
  - Geophysics (18XX)
- Supply Corps (31XX)
- Civil Engineer Corps (51XX)

A more detailed description of the career opportunities for each of these communities is contained in Chapter IX of this publication.

108. Dynamics of the System

At this point in the reading of this publication you have, no doubt, come to a full realization that the Navy's personnel management system is quite dynamic. It should be evident to you

that taking an active role in the planning of your career development is imperative if your needs and the needs of the Navy are met.

An appreciation and understanding of the dynamics of the system will serve your interests and enable you to make correct and timely decisions concerning development within your chosen profession. Chapter II will draw upon this appreciation and will attempt to guide you through career development planning decision points.

CHAPTER II

HOW TO MAKE THE SYSTEM WORK FOR YOU

201. Reviewing Your Official Record

All of us are advised throughout our careers to review our official records. We are counseled on our performance and given copies of our fitness reports. We all know that our assignments and promotions are based upon the record, i.e., upon the potential demonstrated by past performance and qualifications as set forth in our official records. Careers are established by simultaneously progressing through varied and demanding assignments and attaining qualifications while satisfying the needs of the Navy and, of course, personal desires. All too many officers do not review their personal records or, if they do, do not fully understand what they see. This chapter is intended to dispel some common misconceptions and to cover some of the important things you should look for. In addition, it will be of value to personnel who provide information and data for inclusion in officer's records. (Especially important are the Officer Fitness Reports). Those who must review large numbers of records in the performance of their duties, such as members of selection boards or Naval Military Personnel Command (NMPC) distribution officers, quickly learn to separate rhetoric from substance and to discount extraneous material. Fitness reports which are not clearly and candidly written or which do not contain the kind of information that the reviewing officer is looking for do not serve the Navy or the individual well since the record reviewer may receive an incomplete or misleading impression of the report. In many cases, those who can effectively review their own records are usually the best qualified to write fitness reports on their subordinates.

202. The Record

MILPERSMAN 5020100 sets forth regulations on officer records within NMPC. This article is important because conversion of paper records to microfiche necessitated the removal of non-permanent extraneous documents.

Fiche No. 1 - Fitness and Awards
- (1) Assignment Officer Code (for NMPC use only)
- (2) Current Photograph (from last promotion)
- (3) Fitness Reports and Attachments
- (4) Medals/Awards/Citations; Commendatory Data (received prior to 30 Sep 73)

Fiche No. 2 - Professional History
- (1) Education Data
- (2) Qualifications/Classifications/Designation Data

(3) Appointments/Promotions/Commissions
(4) Reserve Status
(5) Service Determination/Separation/Retirement
(6) Miscellaneous Professional History

Fiche No. 3 - Personal Data
(1) Security Investigations, Clearances, Personal History Statement
(2) Record of Emergency Data
(3) Record Changes
(4) Personal Background Data (Citizenship/Casualty/Death/Biography)
(5) Miscellaneous Personal Data

Fiche No. 4 - Orders

Fiche No. 5 - Privileged Information
(1) Adverse information (Pursuant to Navy regulations, adverse matter shall not be placed in an officer's record without the knowledge of the officer. In all cases, it shall be referred to the officer reported on for such official statement as may be desired. If the officer reported on chooses to make no statement, that intention shall be so indicated in writing. The Commander, Naval Military Personnel Command interprets what constitutes adverse matter.)
(2) Statements of the officer in reply to adverse matter.
(3) Extracts from the findings and recommendations of courts and boards concerning the officer. These include statements of disciplinary action and court-martial orders or promulgating letters of general courts-martial where there has been a finding of guilty. When trial results in an acquittal of all charges and specifications, or in cases in which the final review of a conviction results in action tantamount to an acquittal of all charges and specification, court-martial orders or the promulgating letters of court-martial shall not be included in the officer's official record. No entry whatsoever regarding the acquittal shall appear in the officer's official record, neither the fact of having been tried or any mention of the offense. Complete records of proceedings of courts-martial inquires, investigations, etc., are filed in the Office of the Judge Advocate General.
(4) Other information of a highly personal nature (e.g., psychiatric examination).
(5) This microfiche is prepared on individual officers only if there is correspondence which is derogatory in nature, or correspondence reflecting various board decisions, including Medical Boards, which becomes a matter of official record.

Fiche No. 6 - Enlisted Record

(1) Prepared only for officers who have served as enlisted members for 2 or more years and whose officer microfile record was established during the initial conversion process from flat paper to microfiche format. Enlisted documents for officers who completed less than 2 years of enlisted service are distributed in the appropriate subject matter field on Fiche 1 through 5.

(2) A fiche number 6 was not prepared during the conversion process for temporary officers who held concurrent enlisted status. In these cases, an enlisted microfile record was prepared and filed with the officer microfile record. This same practice is to be followed for each officer with prior enlisted service whose microfile record is established subsequent to the conversion process.

The official officer record which is presented to selection boards is comprised of Fiche Numbers 1, 2 and, if it exists, 5 for active duty officers, and Fiche Numbers 1, 2, 4 and, if it exists, 5 for USNR (inactive) and TAR officers. Fiche Numbers 3 and 6 are normally maintained for administrative purposes only; however, Fiche Number 3 may be provided to boards, upon their request, for determination of medical status.

203. Record Availability

You can personally review your record in the Officer Record Review Room, room 3036 of the Navy Annex, or you may specifically authorize another person in writing (your signature is required) to review your record for you. It normally takes about 45 minutes for the receptionist to provide your record for review, so you can save time if you call ahead to (202) 694-2858 or AUTOVON 224-2858 prior to your arrival and request that your record be drawn. Finally, any officer may request that a copy of the microfile record be mailed to them by sending a request in writing to: Commander, Naval Military Personnel Command (NMPC-312) Washington, D. C. 20370. (MILPERSMAN 5030150 refers).

There is no charge for the service; and the microfile record can be read on any of the various microfiche readers in service both afloat and ashore.

The Officer Summary Record (OSR), also known as the "brief sheet", provides a method of displaying performance evaluation grades. It is intended for use by selection and assignment boards, but an individual officer may be provided a copy upon written request as authorized by SECNAVINST 5211.5 (Privacy Instruction.) Requests must be legibly written or typed and

must include the officer's full name, SSN, rank, designator, mailing address, and the officer's signature. Requests should be mailed to:

Commander
Naval Military Personnel Command (NMPC-32)
Washington, D. C. 20370

The request will be responded to by mail within 60 days after acknowledgement of the request.

204. The Entire Record and Its Patterns

Before you start your review, it is important to understand that your entire record is important from the very first day of service. This is because a reviewer, whether a member of a board or your detailer, is attempting to determine your qualifications and potential for future service on the basis of what is documented and reflected in your record. What you are today and your potential for tommorrow are the result of your past performance and experience. This can best be judged based on the entire record and the patterns within it. As you review your fitness report, it is important to "cross reference" educational data or qualifications (Fiche 2) and orders (Fiche 4) as you go through your performance record. While an individual fitness report, whether good or bad, may be important in itself, it can be best evaluated by considering other factors such as billet assignment or competitive position in comparison with contemporaries. For example, a single low fitness report <u>may</u> not be worthy of much weight in a record of superlative fitness reports if it clearly "out of pattern". However, the billet for which evaluated may temper the judgment. Certainly a single low fitness report as CO, XO or department head could have significant impact. The same is true of any written comment or alphabetic grade on a fitness report, whether negative or positive. Each evaluation gains weight if the same weaknesses or strengths are noted by other reporting seniors in subsequent evaluations. Repetitive mention of the same traits indicates a trend in certain qualities, and might indicate decreased/increased potential. Trends within the overall pattern are important. This is especially true of trends under a single reporting senior developed over several reporting periods. Does an officer tend to show an increased level of performance or do the marks decline? Are the trends repetitive or isolated? Do the narrative comments adequately support the individual and cumulative marks? Also, before you start your review, it is useful to know something of selection boards and the way their decisions are made. Selection boards, composed of senior officers possessing broad experience, maturity, and varied backgrounds, are convened by the Secretary of the Navy each fiscal year. They subscribe to an oath to consider the cases of all

officers without partiality and to recommend for promotion those officers "best qualified" to serve in the next grade.

205. Board Procedures for Statutory Selection Boards

Procedures differ since each promotion board determines its own methods of operations, but each works logically and thoroughly with complete fairness and with deep understanding that they must make decisions vital to both the individual and the Navy. The selection board system emphasizes the independence of board members. Each board member exercises a personal vote. The vote is not known by other members. The influence of a single board member on a particular board, even if such a member were tempted to let emotion govern, is moderated by the collective vote of the board.

Selection boards are protective of their prerogatives, and their proceedings are entirely private and known only to the members themselves. Consequently, procedures are utilized that nullify outside pressure or any attempt by nonmembers to influence a board. You can be confident that selection board decisions will be made based on the record under review and on logical conclusions that can be drawn from an analysis of it. Your record will be reviewed independently and in detail in a most thorough manner. You can be sure that anything you see, good or bad, will be noted. Don't depend on a board's missing even the slightest detail -- they almost certainly will see it. Most importantly, boards are experienced. Most members have written fitness reports and several have been involved with the officer selection system for many years. They are aware that personality conflicts sometimes exists which bias evaluations; they know that the marking senior sometimes must depend upon the subordinate evaluations; they know that some markers are "hard" and some are "easy"; they often know the particular job involved and its challenges and problems. In your review, you can be sure that your record will not be treated coldly and mathematically but will be analyzed and interpreted humanly and in relation to the real world (SECNAVINST 1420.1 refers).

206. Corrections

As a last general item before proceeding to review procedures, it is useful to know that there are ways to correct a record, if you find information in it that you feel is inaccurate or unfair. It is always tragic to find officers who have reviewed their record and failed selection after they had found damaging material which could have been corrected in time, had they taken the initiative and pursued the means for relief available to them. It is vital that you review your record as logically, dispassionately and realistically as possible so that you can determine its strengths and weaknesses.

NAVMILPERSCOMINST 1611.1 gives instructions on submission of statements concerning fitness reports. Statements should be submitted via the reporting senior and via the officers through whom the report was forwarded. If an officer believes he/she has been wronged by the commanding officer, an Article 138, UCMJ, Complaint of Wrongs may be in order. MILPERSMAN 5040200 sets forth the purpose and scope of the Board for Correction of Naval Records (BCNR). No application will be considered by the BCNR until you have exhausted all effective administrative remedies afforded by existing law or regulations and such legal remedies as the BCNR shall determine are practical and available to the applicant. All actions are accomplished by approval of the Secretary of the Navy. An informational booklet and applications are available from the BCNR in room 2432 of the Arlington Annex (Autovon 224-1402 or commercial 202-694-1402).

207. Recapping Your Record

Each person who reviews many records develops techniques. It is common among detailers to informally outline the key marks for each fitness report so as to better see the patterns in the record. Selection boards often use an outline system for the same purpose. A number of systems are in use. Whatever system you use to outline your record, the following steps are suggested to make sure you cover all areas of importance:

Start from the earliest report and work forward, annotating what you find on a lined sheet, using a separate line for each report. This will make it easier to see patterns as they develop.

Treat each command as a separate segment of your recap under the command name, so you can easily spot trends and patterns.

As you look at each successive report, review the following terms and note them on your recap if they are significant.

Did your rank change? This will sometimes influence the standards and evaluations of a CO. Note the points of your promotion on your recap opposite the appropriate fitness reports.

Is the report a concurrent, special or regular? Is it written by a new marking senior? For analysis purposes, a concurrent by a different CO cannot be compared with a regular.

Also, different marking seniors may have different perspectives. Annotate concurrents and specials and the points at which marking seniors changed.

What is the period of the report? A short report by a new senior is probably not as significant as a longer one or a second report after the senior has had time to fully evaluate. Note the approximate report period (e.g. 2 months).

Does the report period pick up on the day following the closing date of the previous one? Is a report missing? If so, note the problem.

Recap the "overall evaluation".

When you complete your recap, go back and view each report from the earliest to latest, looking at the traits/personal characteristics. (These are on the back of the older forms and on the front of the current one.) Is any particular trait consistently marked lower or higher relative to other traits (regardless of absolute mark)? Note weaknesses or strengths which seem to be noted repetitively. Figure 2-1 provides a recap form which may be useful for this review.

After you have completed your review, study your recapitulation. It is difficult to provide you a standard to which you can compare your record and determine where you stand. The fact is that each mark must be interpreted against other marks/comments on the same fitness report as well as against trends and patterns. For example, a "second block" overall mark where you stand low in the comparisons or where some weakness is obvious, may not be as good as an apparently lower "third block" overall mark where you stand at the top of the "curve". Similarly, a particularly good or bad report in a taxing assignment may be more difficult in that selections are made on a competitive basis, and selection standards will vary with your competition.

In any case, your record is probably competitive if it shows consistent growth (or consistently high levels of performance, where no trends exists), if there are no important declines or weaknesses shown, and if you tend toward the highest category more often than not under those marking seniors who have had four to five months or more to observe you. While the significance of any given report will depend on the individual interpretation of board members, the following observations may assist you in your evaluation:

- Recent fitness reports are important since they bring patterns and trends up to date and provide information on you today. However, as already noted, all marks are important; and it is the total weight of the record that is key. The early record may gain special prominence in the competitive situation facing the fully qualified but not superlative officers where a number of records are essentially similar over the most recent tours and significant differences in performance are only obvious

in early tours. This makes it especially important that an officer who had early problems does not repeat them. An outstanding later record can overcome a poor earlier one if the recent pattern indicates that the later record is a more valid basis for judgment and initial problems have been overcome.

- Repetitive trends or marks within the overall record can reinforce each other and convince the reviewer that a particular character is, in fact, a valid index of the officer's character and potential. Therefore, multiple declines or multiple nominations for accelerated promotion are more important than a single decline or accelerated report. Also, a single good or bad evaluation that is clearly out of pattern may not receive much weight. In trying to identify trends, however, do not look only at marking categories but also at assignments. Sometimes an officer's record will reflect a different level of performance in varying types of assignments (i.e., sea/shore, planning, operational, etc.) or in particular functional areas.

- Reports recommending early promotion are significant since they not only provide a judgment of the CO as to your exceptionally high quality, but also tend to break you out a level above others in the comparisons. A single such recommendation will not guarantee early promotion nor will the absence of "early promote" reports forbid your consideration for it. Just be aware that early selection is extremely competitive.

- The remarks section of the fitness report should describe your <u>specific accomplishments</u> (contributions, meeting the command's mission, and various organizational goals).

- Look also at the functional expertise you have developed. While many officers are "generalists", many also have special areas of depth. No particular area will guarantee your selection. You will be promoted on the quality of your record, but any reviewer will be looking to see if you have developed skills useful to the Navy if you are selected. If you have questions in this area, talk to your detailer. One of the detailer's primary jobs is to assure that each successive assignment contributes to a competitive career. If the detailer tells you something is needed, be very careful before you disregard this advice.

Be sure to look at your entire record before you complete your review -- not just at the fitness reports. Personal awards and citations often provide additional documentation of your performance and value to the Navy. Also, a weakness may be documented in correspondence which was not appended to nor mentioned in a fitness report. All categories of record information relating to performance and potential will be closely reviewed by the board.

If you have fully analyzed your record, you should now be aware of your strengths and weaknesses. The purpose of a review is not merely to better see yourself as others see you; (while this is worthwhile in itself); the true value is to give you a basis for further improvement and growth and to help you understand and overcome any weaknesses which you may have. Remember that early problems can be overcome by outstanding later performance, and means are available to correct problems which are true errors or injustices. Take action! If you have no problems, you can consider yourself fortunate -- but do not become complacent. The system is extremely sensitive to the quality of performance; and you can be sure, over time, that your record will reflect truly what you are and what your performance is.

208. Charting Your Future

Having reviewed your past performance, the next step is to plan your future development. The chapters that follow offer you the tools to plan your own career.

Remember no one ever really fits the the model -- it's just a planning tool. Comparing your development to date with the "norm", you can see what types of assignments you need, and to some extent, what areas you would like or need to work in. This plus the information you have from Chapter 1, should enable you to fill out a conscientious and reasonable preference card. Try to avoid singling out a specific billet. Adhere to more general themes for an assignment.

The impact of performance is simple: <u>good people get the good jobs</u>. The detailer's job is to get you the best billet available. In order to keep yourself competitive with your contemporaries, your preferences should cover a good, flexible selection of billets.

COMMAND	PERIOD OF REPORT		MONTHS	NOT OBS	OVERALL EVALUATION/COMPARISON									ACCELERATED PROMOTION	REMARKS
					HIGH			MID			LOW				
	FROM	TO			A	B	C	D	E	F	G	H	I		

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Record Recap Form

FIG 2-1

CHAPTER III

PROFESSIONAL DEVELOPMENT FOR SURFACE WARFARE OFFICERS

301. General

The Surface Warfare Community is composed of officers who are qualified in the surface warfare specialty, who man the surface ships of the Navy and whose goal is to command those ships. The Surface Warfare Officer (SWO) must develop experienc and in-depth knowledge in a specific line discipline (operations combat systems or engineering) and learn the fundamentals of engineering, weapon systems, and operational tactics. Your knowledge of surface warfare must also include an understanding of the operations of the various ship types within the surface force including battleships, cruisers, destroyers, frigates, amphibious, mine warfare and mobile logistics support force ships. Eventually, it must also include an appreciation of air and submarine warfare, as well as inter-type operations in a multi-threat environment.

Those who qualify as a SWO are authorized to wear the Surface Warfare officer insigna and are designated 111X. Officers in training for this warfare specialty are designated 116X. Surface Warfare Officers are available to meet requirements outside their specific warfare specialty. Such assignments include student billets at the Naval Postgraduate School (NPGS), instructor duty at various Navy schools and NROTC units, as well as an extensive array of other unique positions ashore, both within the continental United States and abroad.

Figure 3-1 depicts a typical male Surface Warfare Officer's professional development path. Figure 3-2 depicts the Nuclear Surface Warfare Officer's professional development path. Figure 3-3 depicts a female Surface Warfare Officer's professional development path. All are included only to illustrate th general progression of assignments and promotions which you can expect. No two officers will follow identical career patterns; however, on the average, the successful Surface Warfare Officer will meet most of these career milestones in about the same sequence indicated.

302. Initial Training

Officers who enter the Surface Community are sent to a 15 week intensive course of training at the Surface Warfare Officer School (SWOS) in Newport, Rhode Island or Coronado, California. The school curriculum places primary emphasis on officer performance, training and testing in all necessary watch and management skill areas necessary for subsequent qualification

as a Surface Warfare Officer. The course is designed to equip you with the fundamental tools you will need for a successful first sea assignment. Officers who will be assigned to the engineering department in their ships will attend additional training of about 10 weeks in Newport or Coronado for Engineering Officer of the Watch (EOOW). This training will provide an advantageous beginning in attaining EOOW qualification in their ships.

After SWOS and prior to reporting to your first ship, you could receive functional training related to the specific billet in which the commanding officer intends to place you. Examples of functional training are: (1) Damage Control Assistance (DCA) 8 weeks; (2) Anti-Submarine Warfare (ASW) - 8 weeks; (3) communications - 8 weeks.

Officers who have been selected for the Surface Nuclear Power Program will undergo an additional year of intensive instruction at Nuclear Power School (NPS), Orlando, Florida, and at operational reactor plants located in Idaho Falls, Idaho or Schenectady, New York. During this training, the officer student qualifies as engineering officer of the watch on a land-based prototype of a surface ship's nuclear propulsion plant.

303. Initial Sea Tour

Upon completion of SWOS (and Nuclear Power School or special functional training, if applicable), the new surface warfare trainee will report to the first ship for a 30-month tour of duty. During this time surface warfare qualifications should normally occur for all officers and EOOW qualification for officers assigned in the engineering department. You will normally be assigned as a division officer in the engineering, operations or combat systems department and rotated to another department about half way through your tour. Additional off ship training will be provided if required for your new billet. Time spent in this training will not count against your 30 month shipboard tour requirement.

As a division officer you will be responsible for shipboard communications, gunnery, main propulsion, damage control, or any number of other duties below the department head level. You will be able to: learn your ship's engineering capabilities and limitations, discover how your ship supports the Navy mission and participate in various evolutions integral to your operational environment and qualify as a Combat Information Center Watch Officer (CICWO). As an officer of the deck, your knowledge of your ship and its capabilities and limitations will be constantly put to the test during each watch. Learn your first ship thoroughly, systematically and methodically.

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An understanding and in-depth knowledge of naval engineering is of fundamental importance to a Surface Warfare Officer, whether a commanding officer or a developing junior officer.

Reliable propulsion and damage control are vital to any ship. A ship must be able to steam to distant seas and remain i fighting condition for extended periods. All surface officers must qualify as Engineering Officer of the Watch (EOOW) prior to consideration for command. If you are assigned to the engineeri department during your first tour, you are expected to qualify a an EOOW.

As qualifications are attained they should be entered in your record. This is done by forwarding a copy of your qualific tion letter to NMPC 412 (your detailer). He will enter your qualification in the officer master file and it will appear on your subsequent officer data card (NAVPERS 1301/51).

304. Qualifications as Surface Warfare Officer (111X)

The major milestone of a surface warfare trainee's career is to be designated as a Surface Warfare Officer (111X). From t day you are commissioned, the schools you attend, the qualifica- tions you earn and the expertise you gain all are for one purpos to enable you to become designated as a Surface Warfare Officer (SWO). You must qualify as a SWO in order to have a career in t Surface Navy.

305. Surface Warfare Officer Department Head Course

Once SWO qualifications are complete, your second major career milestone is being selected to attend the Surface Warfare Officer Department Head Course. When you achieve your 111X designation and have completed 30 months of commissioned service screening by formal board action begins. Upon receipt of your S qualification letter your detailer will send you a special screening preference card. This card should be completed with t requested background information and your preferences for the discipline you desire (operations, engineering or combat systems). The board will place all officers considered into one of three categories:

primary: guaranteed assignment to the course with continued outstanding performance.

alternate: officers who are qualified for screening but for whom sufficient primary quotas are not available or officers who require more documented performance records.

non-select: officers who are not qualified at this time to be department heads.

Department head screening boards will meet semi-annually. This board will assign all "primaries" to one of the three departmental disciplines. Changes of a category and/or departmental discipline can only be accomplished by board action.

Remember you are in a highly competitive profession; if you are not selected the first time, do not become discouraged. Concentrate on continually improving your performance. Your performance equates to your success as a Surface Warfare Officer.

306. Sequential Sea Assignment

Approximately one-fourth of each year group will be assigned to a sequential sea tour for about 18 months. These assignments will be based on the qualifications you have gained and, as will be the case throughout your career, your record of performance. This sequential sea tour is designed to provide ships and staffs with experienced, surface warfare qualified junior officers, and to afford the opportunity to gain experience in a different department or different ship type. The experience and qualifications you obtain will enhance your professional standing.

307. The First Shore Tour

Upon completion of your basic "at sea" qualifications, normally about 3 to 3-1/2 years after receiving your commission, you can expect to be ordered ashore for a tour of approximately 2 years duration. Some officers however will choose to directly attend the department head course.

One possibility is assignment to a graduate education tour if you request it, are academically qualified, and are selected to attend by formal board action. Typically, naval officer education will take one of two forms: (1) functional schools, which prepare you for specific assignments; and (2) more formal academic disciplines, which prepare you to serve in a subspecialty area. Both types of schools are important to you and the Navy because of the opportunities they offer in broadening professional knowledge and career potential.

The largest concentration of Navy shore billets is on the East Coast, mainly in Washington, DC, Newport, RI, and Norfolk, VA. The normal East to West Coast assignment ratio is 50-50 for sea duty and 80-20 for shore duty.

308. Duty Overseas

The United States has vast world-wide commitments which require the stationing of military personnel in many areas. Naval billets are authorized, for example, in more than 70 countries spread throughout virtually every area of the globe. Assignments for lieutenants range from assistant attache' duties to exchange instructors at various foreign naval academies. Many assignments require personnel with specific qualifications and experience in communications, intelligence, foreign language, etc.

In addition, several other factors must be kept in mind when considering the possibilities of overseas assignment. First, officers with more than three dependents are normally not considered for overseas assignment -- except for unaccompanied tours. Second, there are far more requirements in the Pacific theater (including Korea) than there are in such areas as Paris, Rio de Janeiro, and London. Third, officers and their families selected for overseas assignments must be well qualified to represent the United States. The "pioneer spirit" and a willingness to "adjust" are prime requisites.

309. The Department Head Sea Tour

Upon completion of your first shore assignment, ordinarily after 6 to 7 years of commissioned service, you will be assigned to sea duty as a department head. You are now ready for assignment to the Department Head Course and subsequent assignments to two eighteen month split tours in the discipline for which you have been screened.

The training you receive at the Surface Warfare Officer Department Head Course will build upon your previous sea experience. It will furnish you with another set of professional "tools", allowing you to better utilize your previous experience. The department head course is designed to qualify you for service in your discipline as well as to provide you with core training in engineering, tactical action officer and other general areas designed to round out your professional skills. Your assignment following this training will entail responsibilities which are far broader than they were at the division officer level. This is the time that you should begin preparation for command qualification. This includes practical ship-handling demonstrations, a comprehensive written examination and final validation by a Surface Force Command Qualification Board. If you defer preparations until later in your career you may find that the demands on your time may limit your preparation.

Under the split sea tour concept you will have two 18-month tours, progressing from a less to more complex billet in your discipline. One tour is guaranteed in a cruiser/destroyer

type ship if you desire. Assignments are available in battleships, amphibious ships, cruisers, destroyers, mobile logistics support force ships, frigates, and mine force ships as well as afloat staffs and the propulsion examining boards. This split tour concept is designed to provide experience in the different facets of the operational force and to serve the "needs of the Navy" by ensuring all types of surface ships receive the highest possible level of competence in their key billets.

310. Post Department Head Shore Assignment

Officers who attend the Department Head Course and go to split tours directly from their division officer tours will go ashore as senior lieutenants. The shore duty options previously mentioned are available at this point. The additional seasoning makes these officers well qualified for challenging lieutenant billets ashore. For the majority, the second shore tour will commence at approximately the 9-10 year point of commissioned service. If you have prepared yourself well, the options available to you at this period in your professional development are numerous and varied. During this two to three year period you may have another opportunity to attend NPGS if your earlier shore assignment precluded this option and you are both academically qualified and formally selected. Other options available include assignment to one of the several command and staff courses offered at the service colleges. Again, selection is highly competitive and based on performance. The courses provide significant opportunity to enhance your professional preparation for billets of greater breadth and scope. If selected you will normally be assigned to a service school for the last year of your shore tour.

If during your first shore tour you attended NPGS, your second shore tour will normally be in a billet requiring your educational background. This tour will be closely related to your PG education specialization. It should be considered both as an application of your graduate education and as development of your subspecialty qualifications. Additionally, you are now eligible for assignment to a greater variety of billets in which your total professional knowledge and experience will be most valuable.

311. Lieutenant Commander Sea Tour

Sea assignments available for lieutenant commanders are varied. These assignments include department head, executive officer, commanding officer, staff and other sea assignments. Most lieutenant commanders can expect to spend 3 years at sea in two distinct 18 month tours of duty. In one of these tours you may reinforce the experience you obtained in your lieutenant sea tours, cross into another ship type or serve on a major staff.

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Shortly after you are promoted to lieutenant commander a up to four years thereafter your record will be reviewed annual to determine eligibility for an executive officer tour. If fou qualified, assignment as an executive officer afloat or in some cases as a commanding officer afloat will be dependent upon you professional background, billet availability and your personal desires. These same factors influence the timing of the execu- tive officer tour which may occur as either the first or second of the two tours. For those who do serve their executive offic tour first, opportunity exists for a split tour to an afloat staff or a lieutenant commander command tour.

Almost all officers proceed to their lieutenant commande sea tours via functional training to prepare them for the more complex systems and greater span of control they will encounter. This includes the Prospective Executive Officer and Prospective Commanding Officer Courses for those so assigned. These course are taught at the Surface Warfare Officer Schools Command, Newport, Rhode Island. Prospective executive officers will receive "opposite training" in the disciplines not served as a department head.

312. Third and Subsequent Shore Tours

During your third and subsequent shore tours you will be assigned to billets of steadily increasing challenge and respon- sibility. These billets normally fall under five general categories.

(1) Operational assignment -- Billets requiring the exper tise of a qualified SWO are available in the same general areas as those noted in the explanation of the second shore tour.

(2) Subspecialty billets -- By this point in your career you have most likely developed a subspecialty either by means of graduate education (P-code) or by repetitive shore tours/ experience in a particular subspecialty area (S-code). The subspecialty assignment area is receiving increased emphasis throughout the Navy.

(3) General unrestricted line billets appropriate to your grade -- These billets, in support of general Navy requirements, can appropriately be filled by a URL officer of any designator. Many of these billets offer exceptional opportunity and chal- lenge. Examples of such billets include CO/XO ashore, executive assistant to a senior flag officer, professor of naval science, recruiting, and training commands.

(4) Senior service college assignment -- A senior service college tour at the Naval War College, the National Defense University or another service's war college is another

exceptional opportunity available to selected senior commanders and captains.

(5) Washington duty -- The Navy's major staffs are centralized in Washington in order to closely interact with the major government activities. Duty with the Secretary of Defense, Secretary of the Navy, OPNAV, JCS, NMPC and other agencies can be quite rewarding. In general, Washington duty will fit one of the above categories of billet classification and is merely broken out here due to its abundance of jobs. Although assignment to Washington is by no means requisite for selection to captain, most officers will serve at least one tour in the area prior to selection to O-6.

313. Commander Sea Assignments

More than half of the surface commander sea assignments are as ship commanding officers. Command screening by formal board action begins in the year in which selection for promotion to the rank of commander occurs and continues for four years. The total number of command selections available to each year group are distributed in the following manner:

First year	- 30%
Second year	- 30%
Third year	- 30%
Fourth year	- 10%

Command opportunity for commanders is approximately fifty-five percent. Command opportunity is based upon the number of ships available, tour lengths and the size of each year group. Each year group receives a proportionate share of the commander billets. Officers not selected early in the screening process might be assigned to sea duty as executive officer of a large ship or another sea assignment. This will broaden the individual's operational experience and increase the opportunity to screen for command.

Commander command assignments are established as 27 month tours. An officer must complete the formal command qualification program outlined in OPNAVINST 1412.3 series prior to consideration for command.

There is an ever-increasing demand for post-command commanders in a variety of billets both at sea and ashore. About 30 percent of the officers leaving their command tour may expect a subsequent tour at sea on a major group staff or as engineer of a CV. These, coupled with shore assignments at major staffs, provide an excellent prelude to assignments in the captain grade.

Because screening for command at sea is highly competitive, there will be a number of fine officers not selected.

While this may be disappointing from the standpoint of one's personal ambitions, there is a great demand for surface warfare officers at the commander experience level ashore. For the subspecialist, and especially the proven subspecialist, there are many rewarding assignments other than command at sea. Your assignment will be based on your performance record and skill level in an effort to maximize the efficient use of officer assets.

314. Captain Command and Selection Opportunity

Captain Command assignment patterns are generally a result of earlier experience and assignment patterns. For example, a surface warfare officer who served the commander command tour in an amphibious warfare ship will probably be most competitive for Captain Command in a ship of the same type.

Surface warfare captains are screened by a formal board for major sea command, major shore command, and as candidates for major program manager. Captain command screening boards review each Surface Warfare captain's record during each of 5 successive years, starting with the year in which an officer is selected for promotion to the grade of captain. The total number of command selections available to each year group are distributed in accordance with the following plan:

First Year:	-	30%
Second Year:	-	30%
Third Year:	-	30%
Fourth Year:	-	5%
Fifth Year:	-	5%

For surface warfare captains, major command tour lengths are 24 months. Sequential sea command tours are 18 months in length. Major command opportunity is approximately forty-five percent.

315. Surface Warfare Officers with Nuclear Training

The nuclear trained Surface Warfare Officer must complete initial sea tour requirements, surface warfare qualification, command qualifications, and promotion requirements for the surface warfare community as discussed in sections 303 through 314. Additionally, command of a nuclear powered ship requires nuclear power training and qualification by the Director of the Naval Nuclear Propulsion Program as an Engineer Officer of a nuclear powered ship. This qualification is achieved during one of the first two sea tours. To identify these qualifications the Surface Warfare Officer Development Path of figure 3-2 was developed for nuclear trained officers.

Following nuclear power training, SWOS basic and any required functional training, officers can expect two sea tours. Those assigned to carriers and to conventional ships will receive a two year initial assignment to achieve the Engineer Officer or Surface Warfare qualification respectively. In the subsequent two year sea tour, the other qualification will be earned. Many officers pursue the Surface Warfare Qualification in this second tour onboard conventionally powered cruisers, destroyers, and frigates in operations, weapons, and navigator billets. The majority of the officers assigned first to a nuclear cruiser will remain onboard in different assignments for 30 months and earn both qualifications. Their second tours will be either nuclear engineering or topside billets afloat for 18 months and some will go ashore to instructor billets at the nuclear power training units or at the nuclear power school. These initial 2 yr/2 yr or 30 months/18 month tour programs provide both the engineer qualification and experience as a Surface Warfare Officer. With required qualifications completed you can expect to rotate ashore for a 2 year tour (section 307) at about the 5 1/2 year point. Following this shore tour you will build on your previous sea experience while attending the Surface Warfare Officer Department Head Course and prepare for your next sea duty assignments in billets at the department head level. Your professional goals during these department head assignments are executive officer screen and command qualification. Two to three officers per year will be assigned as CGN engineer officers, but the majority who graduate from the Department Head Course will serve for 1 1/2 years as Operations Officers and Weapons Officers in conventional destroyers and frigates. These officers then split to a CVN or CGN 9 principal assistant billet (MPA, DCA, Electrical Officer) for 2 years, a tour equivalent to the second department head billet. Some nuclear trained officers may split to CVN Reactor Officer billet or to a conventional Executive Officer tour.

During your second shore duty tour a variety of assignments are available. There are billets at Nuclear Power School, Nuclear Power Training Units, Type Commander Staffs, Nuclear Propulsion Examining Boards, in addition to other surface warfare billets discussed in section 310.

Sea assignments at the executive officer level continue to prepare you for command at sea. After the second shore tour you will be assigned to duty as an executive officer and/or a CVN engineer officer. This sea duty period will be followed by either the third shore assignment or a commander command assignment (section 313). Depending on previous assignments in the professional path, you should complete the commander command tour by the 18 to 20 years of commissioned service point in your career. Following this command tour are captain selection (section 314), captain shore assignment (section 312), and major command selection and assignment (section 314).

316. Women Surface Warfare Officers

Women surface warfare officers can aspire to command both afloat and ashore. Just as the professional development path for the nuclear trained officer is slightly different than that of most 1110's, so too does the woman 1110 follow a modified course. The career path is the same for all non-nuclear surface warfare officers through department head tours in the grade of lieutenant. This includes assignment in two departments during the initial division officer tour and split department head tours in the same department in two ships. As long as federal law prohibits women from serving at sea in combatants, some type of specialized career path must exist from that point on.

In general, the types of ships in which women surface warfare officers may serve have LT department heads with CDR executive officers and CAPT commanding officers. This structure permits post-department head experience building tours ashore as executive officer and commanding officer in addition to the afloat executive officer and command opportunity. This is graphically displayed in FIG 3-3.

Women surface warfare officers are screened by formal board action the year after promotion to lieutenant commander and every year thereafter for four successive years for assignment as executive officer afloat or ashore. Because of the limited afloat billets some will be assigned as executive officer ashore.

Command afloat opportunity for surface warfare women as commanders, is currently being reviewed for possible expansion to provide opportunity equal to male counterparts. The key is the performance of the women officers. The Navy appreciates the proven expertise of the women officers.

Development of a subspecialty is just as vital to the woman officer as it is to her male counterpart. Presently the community size is small but these career paths have been developed to ensure that women officers who follow and perform well in the career plan remain competitive with their male counterparts.

317. **Summary**

This chapter has attempted to summarize only the most salient points which pertain to officer career planning within the Surface Warfare Community. Career patterns are as varied as the number of officers who pursue them. For this reason, there is no absolute path to "success".

Your performance, experience and progression of qualifications determine your potential and opportunity at every grade level for future assignments. A career in the Surface Warfare Community is competitive. Qualifications for billets of increasing responsibility are cumulative as officers proceed through various sea and shore assignments.

The foregoing information is designed to provide you with a broad overview of career policies and opportunities. It is presented as part of the overall plan to create within the Surface Warfare Community the professionalism which can successfully meet the challenges of today and tomorrow.

SURFACE WARFARE OFFICER PROFESSIONAL DEVELOPMENT PATH

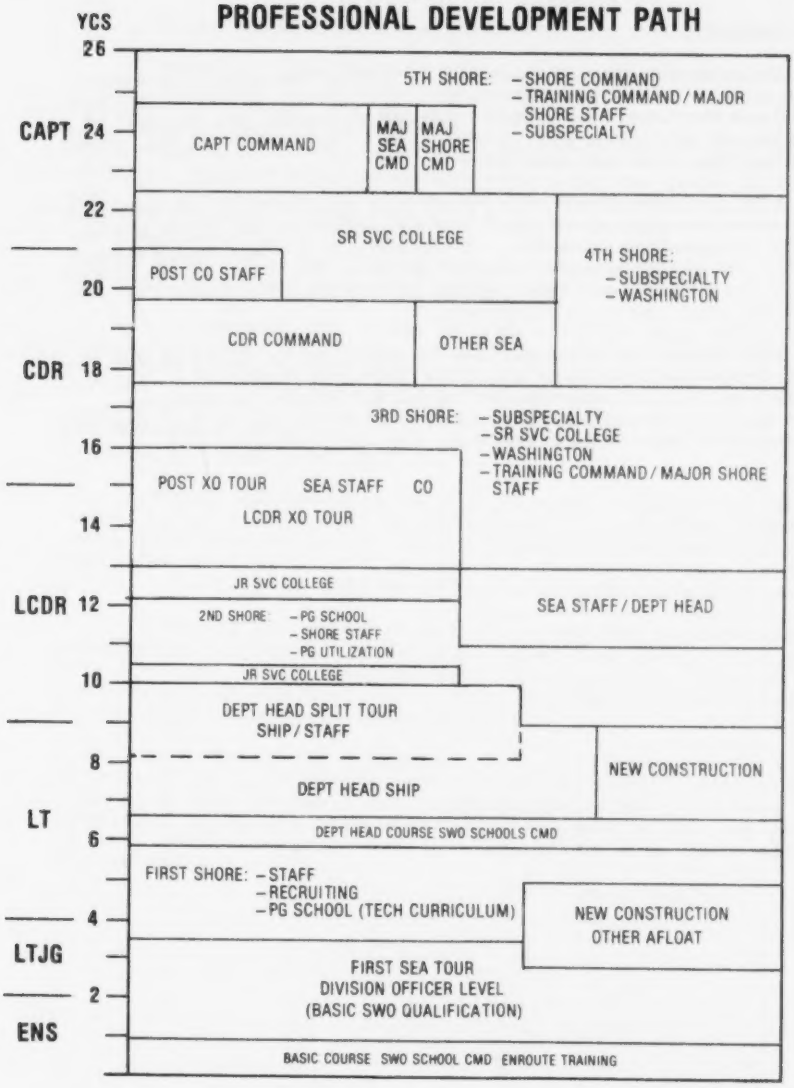

Fig. 3-1

NUCLEAR SURFACE WARFARE OFFICER PROFESSIONAL DEVELOPMENT PATH

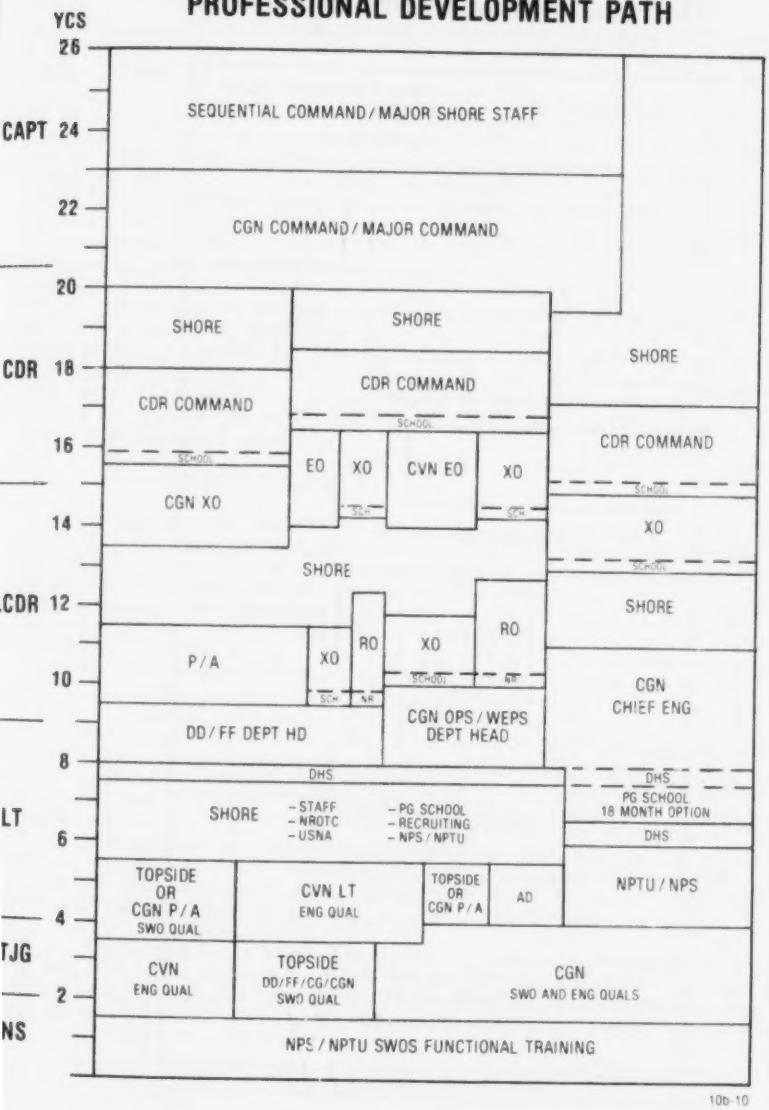

Fig 3-2

WOMEN SURFACE WARFARE OFFICERS
PROFESSIONAL DEVELOPMENT PATH

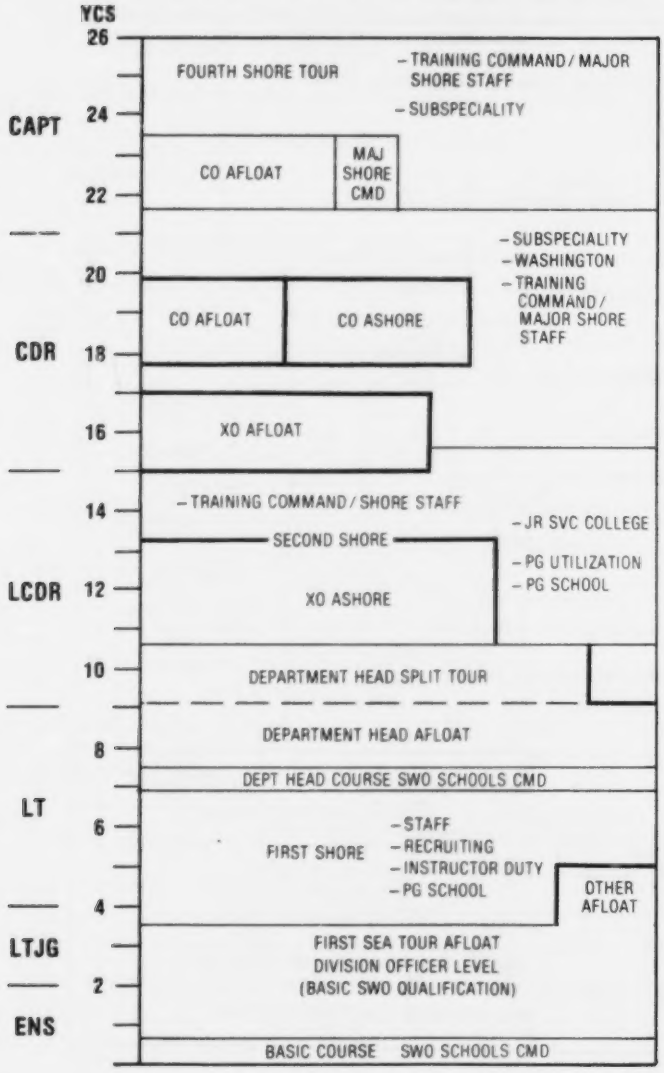

Fig. 3-3

CHAPTER IV

PROFESSIONAL DEVELOPMENT FOR AVIATION WARFARE OFFICERS

401. General

The Aviation Warfare Community is made up of all officers whose officer designator begins with the number 13. For simplicity, this is also known as the 13XX community. The community is made up of: (1) pilots, designated either 1310, 1315, 1317 (depending whether the officer is Regular, Reserve or Training Administration Reserves (TAR)); (2) Naval Flight Officers (NFOs), designated either 1320, 1325, or 1327 and (3) aviation generalist officers, designated either 1300 or 1305. There is one common thread among all these officers. They are all involved in some facet of naval aviation as a primary career pursuit. These officers make up over one-half of the unrestricted line (URL) officers of the Navy. Additionally, there are a significant number of limited duty officers and warrant officers who support the aviation effort. This chapter discusses only pilots and NFOs, those officers who make up the URL "rated officer" portion of the Naval Aviation Community.

402. Aviation Training

All pilots and NFOs begin their naval aviation career training at the Aviation Schools Command, Pensacola, Florida. While in Pensacola several decisions will be made that will influence the prospective aviators entire Naval career. For pilots, the general type of aircraft (helicopter, jet, propeller) to be flown will be determined and the appropriate training curriculum entered (Figure 4-1). All student NFOs enter a common training curriculum (Figure 4-2). Final assignment to a particular fleet aircraft type occurs just prior to receiving the coveted "wings of gold". General aircraft assignment for pilots and final fleet aircraft assignment for both pilots and NFOs is highly competitive. All performance, from the initial day of training is critical. Assignment of a preferred aircraft type is affected by the competitive standing in the class and availability of "fleet seats" when an officer is being detailed. An additional factor that may affect aircraft assignment is the officer's physical size. Each aircraft has specific anthropometric parameters which must be met. As a result, some officer's physical proportions may exempt them from assignment to certain aircraft.

As future assignments are frequently affected by the aircraft type and base at which they are located the initial aircraft type assignment is crucial. For example, all fighters are based at either Oceana Naval Air Station, Virginia Beach, Virginia,

Atsugi, Japan, or Miramar Naval Air Station, San Diego, California; all east coast patrol aircraft are based at either Naval Air Station, Brunswick, Maine or Naval Air Station, Jacksonville, Florida, and all west coast patrol aircraft are based at either Naval Air Station, Moffett, California, or Naval Air Station, Barbers Point in Hawaii.

Although pilots and NFOs may serve together once they have reached an operational squadron, there are some major differences in their training progression. For this reason, this publication will consider each group separately.

Student pilot training generally requires from 12 to 18 months to complete. This is governed by type of aircraft, student load within the training commands, and other unpredictable circumstances. As a general rule, you may count on slightly more than 1 year in various training squadrons prior to arrival in a Fleet Readiness Squadron (FRS). The FRS has been known as a "RAG" (which dates back to when the command title was Replacement Air Group). Upon completion of the training command syllabus, the coveted "wings of gold" are awarded. The junior pilot then proceeds to the FRS as a ready, but as yet unpolished, "nugget". It is in the FRS that the training in actual operational fleet type aircraft is accomplished. Once FRS training is complete, the junior pilot is ready for assignment to a fleet squadron.

The training command syllabus for the NFOs is slightly shorter than that for the pilot because less flying time is required. NFO training requires approximately 1 year to complete. As with pilots, completion results in the awarding of wings and the transfer of the newly-designated officer to the FRS. Once in FRS, the replacement NFOs will train in operational fleet aircraft with student replacement pilots, under the guidance of fleet-experienced instructors.

403. The First Sea Tour

After graduating from the training command and the FRS, your career as a naval aviator begins in earnest. From this point on, the responsibilities and checkpoints in pilot and NFO career development are essentially the same. This career development is depicted graphically in Figure 4-3 and explained in detail in the paragraphs that follow. The numbers at the left of the diagram represent the number of Years of Commissioned Service (YCS) at which time various events are likely to occur. It is important to stress that the career pattern depicted in Figure 4-3 represents only a general aviation career progression. While it is true that the successful aviator will have completed at the termination of a career most of these steps, the order and timing is not universal. Completion of the steps outlined in this

diagram in no way assures success; nor does pattern alteration preclude success.

This initial squadron tour lasts for approximately 3 years. This is a time of learning and building while contributing to the attainment of the squadron mission. After reporting on board your new squadron, you could be assigned the responsibility of a branch officer or division officer. In the squadron organization this is a starting point. The branch officer reports to the division officer who reports to the department head, who is responsible to the executive officer and the commanding officer.

The duties of branch officer are the primary duties of the junior officer. How well you perform these responsibilities will determine the largest portion of your fitness report. Of course, professionalism in the air is demanded of all aviation officers, and it will also be reflected in your performance evaluation. Most junior aviation officers will have the opportunity to serve in more than one of the squadron's departments during their first sea tour. The four departments in most squadrons are operations, maintenance, safety and administration. There are rewarding and challenging jobs in each department. During the first squadron tour, you will gain experience in leadership, in the daily routine of the squadron, and in learning to employ and utilize the personnel in your charge.

404. The First Shore Tour

Once you have completed your first squadron tour, you become available for assignment to a shore duty billet. These billets are many and varied. They are located in every area where the Navy has stations and facilities, as well as in many areas of predominately civilian population.

Due to the large demands of the Aviation Training Community, many aviators will be assigned to the Aviation Training Command to train the replacement pilots and NFOs needed to fill the seats they have vacated. Others will be available to pursue advance education opportunities, such as those offered at the Naval Postgraduate School (NPGS) at Monterey, California. Since there are senior billets in the Navy which require graduate education, there is a strong need to develop the required number of officers while they are at junior levels. Selection opportunity to NPGS is approximately 35%-40% and approximately 20% of those aviators selected will be assigned upon completion of their first sea tour. Currently there is a shortage of aviators and not all graduate education billets may be filled. Those officers who are assigned to NPGS for their first shore tour are primarily slated for the technical courses. Completion of graduate level

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education will result in the officer being assigned a subspecialty code. The code will insure you of one or more future tours in the area of your subspecialty. You can expect to be detailed to a subspecialty billet on your next shore tour; or, if your subspecialty is one which can be utilized at sea, it may occur on your next sea tour.

405. The Second Sea Tour

The aviation career pattern departs at this point from what has been norm for many senior aviators still serving in the Navy. Whereas it was once normal for aviators to receive three operational squadron tours prior to command, it is now less likely and is dependent upon the size of year groups within aviation warfare subcommunities and the number of billets available. For instance, if there was a shortage of F-14 pilots and NFOs going back for their department head tours (the third sea tour), F-14 qualified pilots and NFOs rotating back to their second sea tour could expect to be ordered back to squadrons to make up the deficit. Conversely, if, as has been the case in the VP (Maritime Patrol) community during recent years, there are more pilots and NFOs in a warfare subcommunity going back to sea for their third sea tour than there are billets, pilots and NFOs in that community going to their second sea tour can expect duty in a non-squadron related billet. Shipboard tours, duty with afloat staffs, and overseas assignments fall in this category. The shipboard billets include catapult officer, carrier air traffic control officer, assistant strike operations officer, assistant CIC officer, and assistant ship's navigator. For helicopter pilots these billets include A/C handler or flight deck officer on an LPH or LHA, or air officer on an LPD.

406. The Second Shore Tour

The second shore tour for most aviation officers lasts from 12 months to 3 years, depending on the time available prior to entry into the department head tour. Ideally, you should commence your department head tour (third sea tour) approximately 18 months prior to your first look for aviation command screen. Accordingly, the length of your second shore tour may need to be adjusted to ensure that the milestone is met. Many of the assignment opportunities will be similar to those of the first shore tour; however, they will involve increased responsibility. You will again have an opportunity for graduate education with subspecialty utilization similar to that of the first shore tour. At this time, you also become eligible for selection to the junior service colleges. These include the Naval War

College, as well as the junior colleges of the Army, Air Force and Marine Corps. You may also be selected to attend the Armed Forces Staff College in Norfolk, Virginia.

407. The Third Sea Tour

The third sea tour is one of the most important tours for aviation officers. Most frequently this tour will also be the second squadron tour, and you should expect to have the opportunity to serve as a squadron department head. Those officers who have previously completed the second squadron tour should expect assignment to a CV (carrier) or deploying staff. Among those billets available are aircraft handling officer or assistant air operations officer on CV's and on staffs, air wing operations officer, flag secretary, or general weapons and strike operations officer, to name only a few. For helicopter pilots these billets include assistant operations officer or assistant air officer on an LPH or an LHA, or air ASW officer on a CRUDESGRU staff. The successful execution of your responsibilities as a lieutenant commander is the final test of your leadership and management skills. The fitness reports which you receive during this tour will be considered very carefully by the Aviation Command Screen Board. Officers frequently experience rotation patterns which differ from the norm. In such cases aviation junior officer assignment personnel will propose variations to the normal rotation pattern to protect an individual's competitive opportunity.

408. Non-Screened Aviation Commanders

Aviation commanders who do not screen for command are detailed in a sea/shore rotation pattern. Sea duty is expanded to include overseas assignments.

Officers in the non-screen category can expect at least one sea/overseas assignment prior to coming in zone for captain at approximately 21 years of service. Sea duty assignments consist of CV and afloat staff billets. Major staff positions with Navy, Joint or NATO commands and overseas air station billets make up the majority of overseas requirements. Warfare background, operational experience, and performance are the principal factors in selecting appropriate billets for officers rotating to sea/overseas duty.

Subspecialty experience, education, service college attendance, and operational background are key factors in determining shore duty assignments. Officers with technical education or experience meriting a subspecialty code can expect to fill subspecialist billets at the headquarters or major staff level.

409. Aviation Command Screen

The Aviation Command Screen Board is headed by a flag officer and is comprised of a cross-section of senior aviation officers who have served in command of aviation squadrons. The board considers all aviation officers for operational and special mission Aviation Squadron Command. An aviation officer's record may be presented to a board a total of three times. Although not required, an officer generally is in the third sea tour during the period in which the record appears before the command screen board. The command opportunity for all aviation officers is currently established at approximately 35 percent. This means that 35 percent of all pilots and NFOs serving in grade as a commander will have a command of some type. This includes force support and training squadrons. The opportunity to command an operational squadron is less than the overall command opportunity. You can generally assume that those communities with larger numbers of eligible officers will have lower operational command opportunity, while those with fewer eligible officers, such as single seat aircraft squadrons, will have higher command opportunity. The command tour, which includes initial assignment as the executive officer, will normally begin 1 to 2 years after selection. Presently, command tours in aviation squadrons, including the time spent as executive officer, are 24 to 36 months.

410. Post-Command Career Planning

A very small number of former commanding officers can be assigned to the few aviation second-command-in-grade commands. These second-command-in-grade commands include carrier air wings and fleet readiness squadrons. Many post command officers are assigned to key department head positions aboard CVs, LPHs and LHAs. Additionally, the Aviation Command Screen Board selects certain post command officers to serve as executive officers aboard CVs and LPHs. This rewarding and challenging assignment as executive officer afloat is normally for eighteen months and can be an important career building block for officers aspiring to command at sea.

The majority of former commanding officers are needed in a variety of demanding and responsible operational and staff billets. Many of these jobs are located in the Washington, D.C. area. Washington duty is a possibility for all shore tours, but the probability that you will be assigned a job in Washington increases with your seniority. It is beneficial to have served in the Washington area as either a lieutenant commander or commander before facing the selection board for captain.

If you have developed a subspecialty, as discussed in Chapter I, you can expect your post command assignments to be heavily influenced by your subspecialty field. Keep in mind that a major portion of your naval career remains beyond squadron command, so plan accordingly.

411. Captain Major Command

Aviation warfare captains are screened by a formal board for major sea command, major shore command, sequential sea command and as candidates for major program manager. The annual screening board, which is made up of flag officers from commands external to OP-01 (Manpower, Personnel and Training) and the Naval Military Personnel Command (NMPC), selects the "best qualified" naval aviation captains from each promotional year group. As described in Section 314 of the preceding surface warfare chapter, successive screenings occur in each of five successive years beginning with the year in which an officer is first selected for promotion to captain. The distribution of command selections available to each promotional year group is similar to that listed for surface warfare captains.

Major sea commands for aviation captains consist of both amphibious and mobile logistics force ships and Patrol Air Wings (PAW). Approximately half of those aviator captains assigned to major sea command will serve a sequential sea command in such designated units as amphibious and service force squadrons, Landing Helicopter Amphibious Assault Ships (LHAs) and aircraft carriers.

OPNAVNOTE 5450 lists those shore commands designated by the CNO as major shore commands. Tour length is 24 months. Current policy precludes an officer being assigned to both a major sea and major shore command.

For aviation warfare captains, the tour length of the major sea command will generally be 24 months. Sequential sea command tours are 18 months. Command tour length of a nuclear aircraft carrier is three years.

412. Women Aviator Career Planning

The career pattern for women aviators has been developed o parallel that of their male counterparts, subject to the ssignment restrictions imposed by Title 10 USC, Section 6015. his legislation precludes assignment of women to squadrons with combat mission. The woman aviator will follow the same ea-shore rotation cycle, including tour lengths, as her male ontemporaries, except that her sea duty flying assignments will e within the force support, Helicopter Combat (HC) and lectronic Warfare (VQ) communities. She may also be assigned to

sea duty aboard USS LEXINGTON (AVT-16), staffs, and overseas billets. Ashore she may be assigned to any 13XX billet for which she is qualified by grade and experience. Figure 4-4 depicts the Women Officer Aviator Career Path.

In summary, the professional development of the woman aviator is based upon a succession of tours which parallel those of her male counterpart, within the limits of Title 10, USC Section 6015, with command of a squadron as a logical and attainable goal.

413. Qualification Criteria for Aviation Career Incentive Pay

One additional point which should be considered when planning an aviation career is the requirement which establishes your eligibility for continuation of Aviation Career Incentive Pay (ACIP). There are certain checkpoints prescribed by law at which time you may have achieved a prescribed ratio of operational flying time to total aviation service. These checkpoints are known as "gates". To meet the first "gate", you must have served in an operational flying billet for 6 of the first 12 years of your aviation service as an officer (including flight training). If you have completed the 6 years of operational flying at that time, you are entitled to receive continuous ACIP through the eighteenth year of aviation service, regardless of the type of billet you are assigned. If you fail to complete 6 of your first 12 years in an operational flying billet, you will receive ACIP only when you are actually filling an operational flying billet.

The second "gate" is measured at the completion of 18 years of aviation service. If, at this time, you have accumulated 11 years of operational flying, you are entitled to ACIP through; the 25th year of commissioned service. If you have completed only 9 years operational flying at the 18-year gate, you will receive ACIP through the 22nd year of commissioned service. Completion of less than 9 years operational flying in the first 18 years of aviation service authorizes you to receive ACIP only when you are filling an operational flying billet.

Since ACIP is based on completion of operational flying time, it is important to discuss briefly how this operational flying time can be obtained. All sea duty squadrons are composed of 100 percent operational flying billets for pilots and NFOs. Also, the time you spend in the training command and in the FRS will be credited as operational flying. Numerous billets on aviation ships (CV/CVN/LPH) and sea-going staffs (CVW/CARGRU) also qualify as operational flying billets in accruing "gate time". On shore duty, the majority of the operational flying billets are located in the Aviation Training Command and in FRS units. Other shore commands which contain a high percentage of operational flying billets are the Naval Air Test Center, Patuxent River, MD, VRF (Aircraft Ferry Squadron), VX (Aircraft Test and Evaluation Squadron) and naval air stations.

NAVAL PILOT TRAINING

AVIATION OFFICER CANDIDATE SCHOOL
(14 WEEKS)

AVIATION PREFLIGHT INDROCTRINATION
(6 WEEKS)

PRIMARY FLIGHT
(20 WEEKS)
NAS WHITING FIELD, FL
or
NAS CORPUS CHRISTI, TX

JET

BASIC JET
(24 WEEKS)
NAS PENSACOLA, FL
NAS MERIDIAN, MS
NAS CHASE FIELD, TX
NAS KINGSVILLE, TX

ADVANCE JET
(21 WEEKS)
NAS PENSACOLA, FL
NAS MERIDIAN, MS
NAS KINGSVILLE, TX
NAS CHASE FIELD, TX

A-6 INTRUDER, F-14 TOMCAT,
EA-6B PROWLER, A-7 CORSAIR II,
FA-18 HORNET, A-4 SKYHAWK,
EA-3D SKYWARRIOR, S-3 VIKING,
AV-8B HARRIER II, C-9 SKYTRAIN,
OV-10 BRONCO, F-4 PHANTOM II

MARITIME

INTERMEDIATE PROP
(5 WEEKS)
NAS WHITING FIELD, FL
NAS CORPUS CHRISTI, TX

MULTIENGINE
(19 WEEKS)
NAS CORPUS CHRISTI, TX

P-3 AND EP-3 ORION, C-130
AND EC-130 HERCULES, C-118
LIFTMASTER, E-2 HAWKEYE,
C-2 GREYHOUND, C-1 TRADER

ROTARY

INTERMEDIATE HELO
(5 WEEKS)
NAS WHITING FIELD, FL

TRANSITION HELO
(6 WEEKS)
NAS WHITING FIELD, FL

ADVANCE HELO
(12 WEEKS)
NAS WHITING FIELD, FL

UH-1 HUEY, AH-1 SEA COBRA,
SH-2 SEA SPRITE, CH-46 SEA
KNIGHT, CH-53D AND RH-53D
EA STALLION, CH-53E AND
MH-53E SUPER STALLION,
SH-60B SEAHAWK, SH-3H
SEA KING

OP-100

Fig. 4-1

NAVAL FLIGHT OFFICER TRAINING

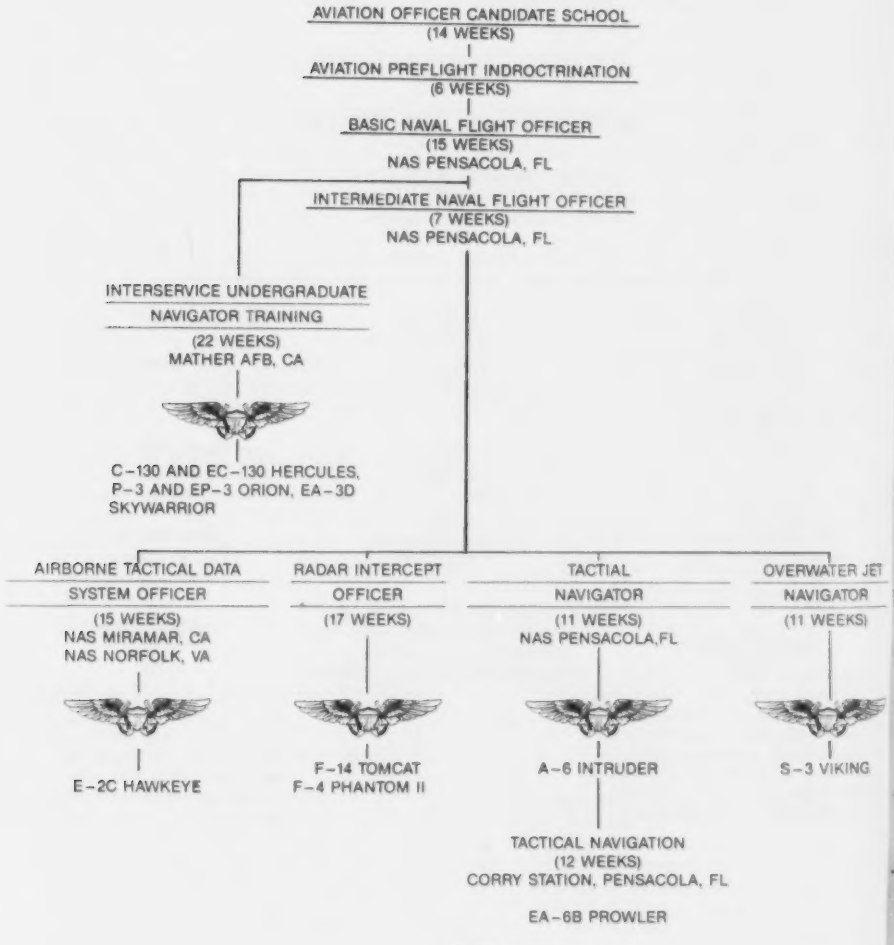

Fig. 4-2

OP-1L

AVIATION OFFICER
PROFESSIONAL DEVELOPMENT PATH

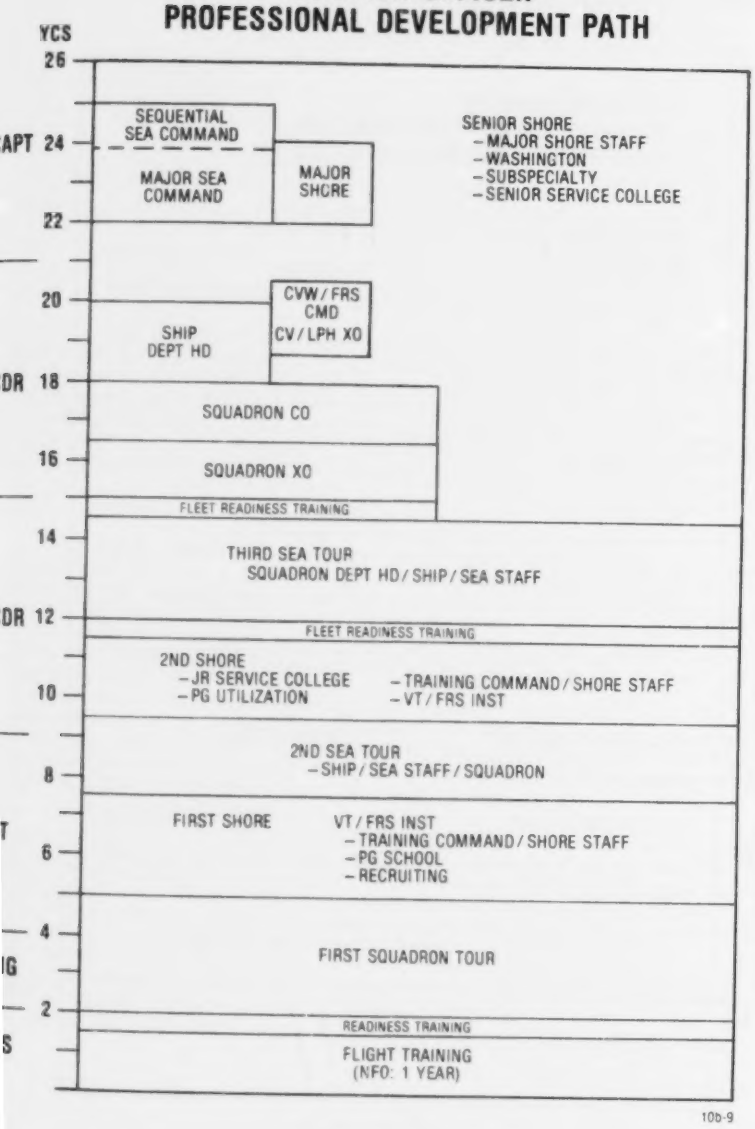

Fig. 4-3

WOMEN OFFICER AVIATOR CAREER DEVELOPMENT PATH

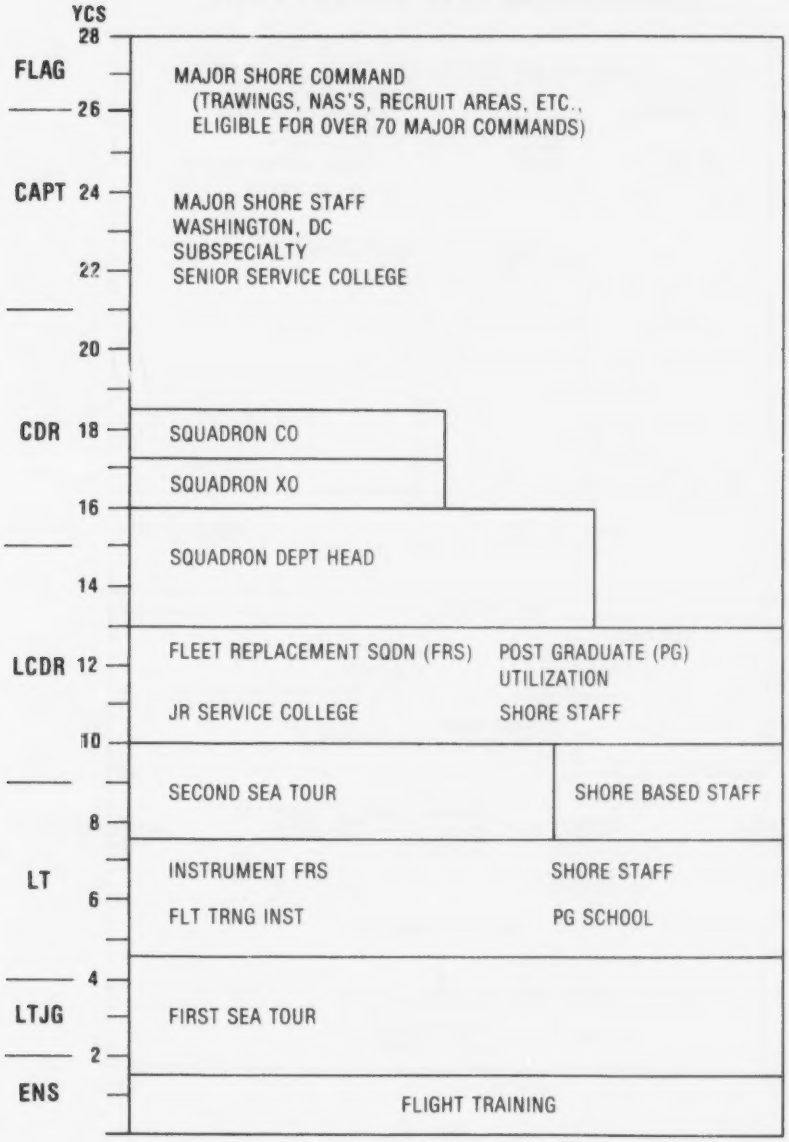

FIG 4-4 10-64ab

CHAPTER V

PROFESSIONAL DEVELOPMENT FOR SUBMARINE WARFARE OFFICERS

501. General

The Submarine Warfare Community consists of nuclear trained submarine officers and general submarine officers. As illustrated in Figures 5-1 and 5-2, the various career paths of the officers differ in required qualifications and command opportunity. However, since these officers are available for many of the same sea and shore assignments, the different career paths are closely related.

502. Nuclear Submarine Officers

The fundamental goal of the nuclear trained submarine officer is to develop the professional skill and operational background to command a nuclear submarine. The achievement of this goal is accomplished through a definite series of professional qualifications, advanced training and operational sea experience. The specific goals to be attained are outlined in the subsequent paragraphs and illustrated in Figure 5-1.

503. Junior Officer Sea Tour

Upon completion of Nuclear Power School and Nuclear Prototype, you will be assigned to a submarine. Prior to reporting to your first submarine, you will attend a 12-week Submarine Officer Basic Course in New London, Connecticut. This period of instruction provides you an opportunity to learn the theory and principles of submarine operation and control, the basic administrative responsibilities of a division officer, the theory of the submerged fire control problem and weapons systems, and the basic fundamentals of submarine operations and tactics. Some of you will attend 10 weeks of strategic weapons systems training at either the Naval Guided Missile School, Dam Neck, Virginia or the Trident Training Facility, Bangor, Washington.

Upon arriving at your first submarine, you will probably be assigned as an engineering department division officer and will begin qualification as Engineering Officer of the Watch. Additionally, you will commence submarine qualification. This is the first of the professional qualifications which you will complete. Normally this qualification requires 12 to 15 months of operational experience. Qualification in submarines requires qualification on each of the major officer watch stations -- Engineering Officer of the Watch, Diving Officer of the Watch, Officer of the Deck, and in-port Duty Officer. Demonstration of

theoretical and practical knowledge before a board of submarine Commanding Officers, and an underway demonstration of operational competence culminate in this most important achievement for a submarine junior officer.

The first at-sea assignment is normally 36 months in duration. For a small number of volunteers the opportunity exists to split tour. The split tours consists of about 2 years on an operational SSN or SSBN followed by a 2 year tour building a TRIDENT or 688 class submarine or on a SSBN completing overhaul.

Prior to going to your first shore tour, you will be required to complete qualification as Engineer Officer of a nuclear ship. This qualification is the second important professional goal. It is achieved by passing a comprehensive technical examination administered by the Director, Naval Nuclear Propulsion Program. You will normally complete your Engineer Officer qualification after about 20 months if on a 3-year tour in one ship, or within 12 months after reporting to your second ship if you are in the optional split-tour rotation. If you were trained in strategic weapons systems, you should attempt to also complete Strategic Weapons Officer qualification. This is not a requirement at this point; but highly desirable. Qualification is achieved by completion of a qualification card, a written examination, and a comprehensive oral board. If the qualification is not achieved at this time, it may be completed during the first year of your next sea tour.

A few selected volunteers will rotate ashore at the 2 year point to instructor billets at the Nuclear Prototypes. These officers have normally completed the Engineer Officer qualification requirements, or will complete Engineer Officer qualification within one year of reporting to the prototype. Requirements for this duty are as follows:

a. served two years at sea; one year in the engineering department;
b. qualified in submarines;
c. stood in the upper half of Nuclear Power School and Prototype (waiverable on a case basis); and
d. recommended by the Commanding Officer.

504. Post Junior Officer Shore Tour

The first shore assignment normally occurs after 2-1/2 to 3 years at sea. Many junior officers going ashore will fill shore billets at Nuclear Power School, Prototype, Submarine School, and group and squadron staffs. Others will fill important billets at the Naval Academy, NROTC units, recruiting districts, or will attend Naval Postgraduate School (NPGS).

Other billets are available in such diverse areas as intelligence, overseas submarine staffs and major Washington area staffs including Naval Military Personnel Command, Strategic Projects and OPNAV.

These shore tours are 2 years in length and will be followed by an at-sea department head tour.

505. Department Head Tour

The second sea tour is an assignment as a department head. These assignments include:

(1) Engineer Officer on an SSN or SSBN,
(2) Navigator/Operations Officer on an SSN or SSBN and
(3) Weapons Officer on an SSN or SSBN.

The department head tour is normally preceded by duty under instruction at the Submarine Officer Advanced Course (SOAC) at the Naval Submarine School in New London, Connecticut.

SOAC is a 22 week course of instruction which provides submarine qualified officers with advanced in-depth training in the following areas:

Shipboard Administration	24 hours
Sonar	96 hours
Electronic Warfare	65 hours
Navigation	93 hours
Weapons Systems	62 hours
Weapons Employment Systems	89 hours
Advanced Submarine Tactics and Weapons Employment	216 hours
ASW Operations (Surface and Air Capabilities)	11 hours
Communications and Operations	48 hours
Leadership and Management Education Training (LMET)	40 hours

The primary emphasis is placed on instruction and practical work in the tactical employment of the submarine and associated weapons systems. Officers who attend the school are issued permanent change of station orders. Attendance at SOAC requires an agreement to remain on active duty for 24 months after completion of the course.

Officers will normally be detailed to a "split" department head tour - that is, two tours (total length 4 years) in different billets to maximize professional experience prior to assignment as Executive Officer.

Split tour combinations include the following examples:
Engineer (2 years)/Navigator (2 years)

Weapons Officer or
Tactical Systems Officer (2 years)/Navigator (2 years

Navigator (2 years)/Submarine Tender Radiological
Controls Officer (2 years)

Engineer (2-5 years)/Battlegroup Staff Submarine Liason
Officer (1-5 years)

Engineer Officer on submarine in overhaul (3 years)

The department head tour options are illustrated on the Nuclear Submarine Officer Professional Development Path (Fig 5-1)

Each department head is challenged to prove himself as a submarine warfare expert, administrator and personnel manager. Performance demonstrated as a department head will provide the primary basis for competing for promotion to lieutenant commande and for selection as Executive Officer.

During the department head tour you should complete requirements for command qualification. This qualification is the third professional goal. Successful completion of this qualification is predicated upon demonstrating the maturity, professional competence, and leadership required to be a Commanding Officer. The Squadron Commander convenes a board to evaluate each candidate through underway and in-port examinations. The Submarine Force Commander grants final approval as "Qualified for Command of Submarines."

Generally, by the completion of the department head tour you should be experienced in the operation of both SSNs (attack submarines) and SSBNs (ballistic missile firing submarines).

506. Post-Department Head Shore Tour

Some officers may be given the opportunity for a shore duty assignment after completion of their department head tour(s). This tour will be 2 years in duration.

Many of the billets available are involved in the support of the Submarine Force on the staffs of the Squadron, Group and Type Commanders. Billets in the Washingtion area are available-in OPNAV (i.e., Deputy Chief of Naval Operations - Submarine Warfare), in the Office of the Secretary of Defense, and in the Naval Military Personnel Command, among others. Additionally, selected officers completing an Engineer Officer tour are

assigned to fleet Commander staffs as members of the Nuclear Propulsion Examining Board.

507. Executive Officer Tour

Your assignment as Executive Officer (XO) is contingent upon selection by a formal Executive Officer Screening Board convened by the Chief of Naval Personnel. You will be considered for selection by three separate boards over a 3-year period. Your first screening will be by the board convened in the summer prior to fiscal year in which you reach 10 years of commissioned service. The nominal selection opportunity for executive officer is 90 percent.

Executive officer tour lengths are decreasing from the current 2 1/2 to 3 years toward the goal of 2 years. In addition to your specific duties as XO, you will normally complete requirements for command qualification early in this tour, if this qualification was not completed during your department head tour. Qualifying for command and being selected for command are not the same. Selection for command is carried out by the Submarine Command Selection Board. An officer is considered by the board once a year for 3 years, starting in his 12th year of commissioned service. The nominal command selection opportunity is 80 percent.

508. Post-Executive Officer Shore Tour

Officers who did not have a shore tour prior to their Executive Officer tour will be afforded the opportunity for shore duty prior to command. This 2 year tour will be in a wide variety of challenging assignments, primarily on major staffs and in the Washington, DC area.

509. Command Tours

Officers selected and qualified will be ordered directly to command upon the completion of their Executive Officer or shore tour. Prior to reporting to their ships they will attend about 6 months of formal Prospective Commanding Officer (PCO) training. Specific submarine PCO training is conducted by the Director, Naval Nuclear Propulsion Program (13 weeks), and the type Commander (9 weeks). For those officers assigned to SSBNs, Guided Missile School Dam Neck (5 weeks) is added. For those officers enroute to command of an SSN, additional training is conducted in Tactical Platform Coordination (2 weeks) and TOMAHAWK Employment (3 weeks). Command tour length will normally be 3 years.

510. Post-Command Shore Tour

Following command, nuclear submarine officers are assigned ashore in a variety of billets. Some of the most challenging assignments are in the submarine support area. These include submarine squadron deputy commander for training and readiness, as well as positions on submarine Group and Type Commanders' staffs in weapons, operations, plans and training. Assignments are also available outside the submarine support area and include tours in Washington, DC, overseas, and as a student at the Naval War College. The nominal post-command tour length is 2 years.

511. General Submarine Officers (GSO)

The General Submarine Officer is a submarine warfare specialist within the unrestricted line. As a GSO, your professional development should provide you with a broad sense of experience necessary for sea command and senior management assignments both inside and outside the submarine community. General Submarine Officers will command the remaining diesel submarines, submarine rescue vessels, and submarine support drydocks, as well as shore activities.

As diesel submarines go out of service, a career path that leads to command and assures senior officer promotion opportunity may require lateral transfer and assignments outside normal GSO billets. For those officers with adequately demonstrated high quality professional performance, opportunities will be available for:

(1) graduate education and a change of designator to Engineering Duty (1440) with assignments associated with strategic weapons/submarines as well as traditional engineering duty assignments;

(2) change of designator to Intelligence (1630), Oceanography (1800) and other areas of the restricted Line;

(3) change of designator to Surface Warfare Officer (1110/1160); and

(4) application for nuclear propulsion training

512. Career Paths

While the GSO career is basically the same for all officers through the department head tour, beyond this point several options are available. The normal path will consist of alternating sea and submarine related shore assignments. Figure 5-2 depicts the basic GSO career plan.

The first block represents your attendance at the 12-week Submarine Officer Basic Course at the Naval Submarine School, New London, Connecticut, followed by about 10 weeks weapons system training at either the Naval Guided Missile School, Dam Neck, Virginia or the Trident Training Facility, Bangor, Washington. If your early sea tours are aboard diesel submarines, you will receive weapons or navigation system training prior to SSBN assignment.

513. The First Sea Tour

Upon completion of basic training you will proceed to your first sea tour. This initial assignment will be as a division officer. During this 3 year tour, changes of primary duty assignment are likely. You may serve consecutively in several 12 to 18-month division officer assignments such as first lieutenant, torpedo division officer, missile launcher division officer and sonar officer.

In addition to performing primary or collateral duties, you will complete the watch standing and submarine qualification program leading to the designation "qualified in submarines" (112X). Completion of the submarine qualification program normally takes one year to 15 months aboard ship. The program consists of qualification as diving officer of the watch, officer of the deck, and inport duty officer. During the latter part of your sea tour, you will complete qualification as a Weapons Department head. It is achieved by passing a comprehensive technical evaluation and written examination.

514. The First Shore Tour

After completing the basic "at sea" qualifications, between 2 1/2 and 3 1/2 years commissioned service, you will expect a first shore duty assignment for a period of 2 years. The first shore tour is often in a general submarine or SSBN weapons/navigation training assignment at one of the several submarine training activities. Assignment to a submarine operational staff is also possible. If you have been selected for graduate education, you will be considered for assignment to NPGS.

515. The Second Sea Tour

The second sea tour is normally the department head tour. This tour is particularly important in your professional development. This tour is normally served in SSBN Weapons Officer billets and usually aboard one ship. Officers attend Submarine Officer Advanced Course prior to the department head assignment. Officers who served on diesel submarines during their initial

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sea tour will be assigned as SSBN assistant weapons officers an receive 10 weeks weapons system training for the Poseidon or Trident system. Upon completion they will be assigned as an SS weapons officer.

During your department head tour you should proceed with "Qualification for Command (Submarine)" certification. This is an important qualification. It is a strong indicator of your maturity, professional competence, and leadership.

516. Post-Department Head Period

As a post-department head GSO, you will enter a transitio period at about 9 years commissioned service. You must now determine which of several career options you desire to pursue. Your detailer will provide information upon which your following assignments will be based. According to your experience, personal preference, training qualifications, but most importantly on your professional performance, the following options will be explained:

(1) remain an unrestricted line officer, 112X and:

(a) strive for a limited number of non-nuclear submarine community commands;

(b) combine a command career with continued work in strategic weapons or another submarine related subspecialty (politico-military/strategic planning, ordnance engineering, intelligence, personnel management, etc.);

(2) change designator to engineering duty (1440) and pursue an engineering/management career as a restricted line officer. This change of designator requires application to and selection by the semiannual Regular Navy Transfer and Lateral Transfer Redesignation Board. This board considers applicants based upon their demonstrated professional performance in their warfare specialty, academic performance, and potential as an engineering duty officer.

(3) lateral transfer to Intelligence (1630), Oceanography (1800) or other restricted line designators, if selected by the Regular Navy Transfer and Lateral Transfer Redesignation Board.

(4) remain an unrestricted line officer and pursue a career toward surface ship command by application for change of designator to 116X. If accepted, you will be detailed as an Executive Officer to a surface ship. The window of opportunity for this change of designator is nine through twelve years of commissioned service.

The remainder of this chapter discusses the career pattern applicable to you only if you choose to remain in the submarine community. Details of the careers available within the restricted line and Staff Corps are presented in Chapter IX of this manual. Chapter III discusses the career development of Surface Warfare Officers. The specific sequence of assignments will depend upon your seniority at time of transfer, performance, and operational background.

517. Second Shore Assignment

The second shore tour will commence near the ninth year of commissioned service and again will be about 2 years in length. This will be the second opportunity to obtain Navy-sponsored graduate education. If you acquired graduate education during your first shore tour, this tour will most likely be a "utilization tour." This tour will normally be in a submarine specialty billet and will utilize your strategic weapons background or another subspecialty.

518. Lieutenant Commander Sea Tours

You may be assigned to one of several LCDR sea billets listed below:

(1) SSBN Navigator (Poseidon/Trident)

(2) ASR Executive Officer

(3) Diesel Submarine Operations/Navigation Officer

(4) Diesel Submarine Executive Officer

In the ninth through eleventh years of commissioned service, each general submarine officer will be screened for submarine/ASR executive officer by a formal CO/XO screening board made up of senior submarine officers. In the twelfth through the fourteenth years, the same board will screen each officer for diesel submarine, ASR and drydock commanding officer. The selection opportunity does not have a predetermined upper limit as in the case of promotion selection boards. Each officer considered qualified based upon quality of performance and range of experience, will be selected. Historically, this selection opportunity has varied between 60 to 80 percent per year group. Your opportunity for assignment as XO or CO following selection will vary upon the number of assignments available and your relative standing as compared to the other members of your year group selected for CO/XO. This selection is a key event in your development. The selection process compares you against your General Submarine Officer contemporaries. Your future assignments and

later selection for lateral transfer to another community will depend heavily upon your CO/XO screening status.

Officers being assigned to submarine command assignments will be ordered via the Type Commander 8-week Prospective Commanding Officer Course. Officers being ordered to ASR assignment will do so via the HEO2 Diving and Salvage Course (6-11 months depending on ASR Class) at the Naval Diving School.

519. Third and Subsequent Shore Tours

During the third and subsequent shore tours you may expect to serve in billets of ever-increasing responsibility.

520. Commander Sea Assignment

In addition to the diesel submarine/ASR commands which are available in the grade of commander, there are other commander sea assignment which may be filled with top-performing general submarine officers. Both of the sea assignments listed are 2-year tours:

(1) SSN/SSBN Tender Executive Officer and

(2) Submarine Squadron Chief Staff Officer or Operations Officer.

521. Commander and Captain Shore Assignments

Many commander and captain shore assignments are located at the same commands previously identified for post department head tours. These are primarily key assignments at the various staff and agencies associated with the SSBN program. These are not shore command assignments, but rather senior management billets.

NUCLEAR SUBMARINE OFFICER PROFESSIONAL DEVELOPMENT PATH

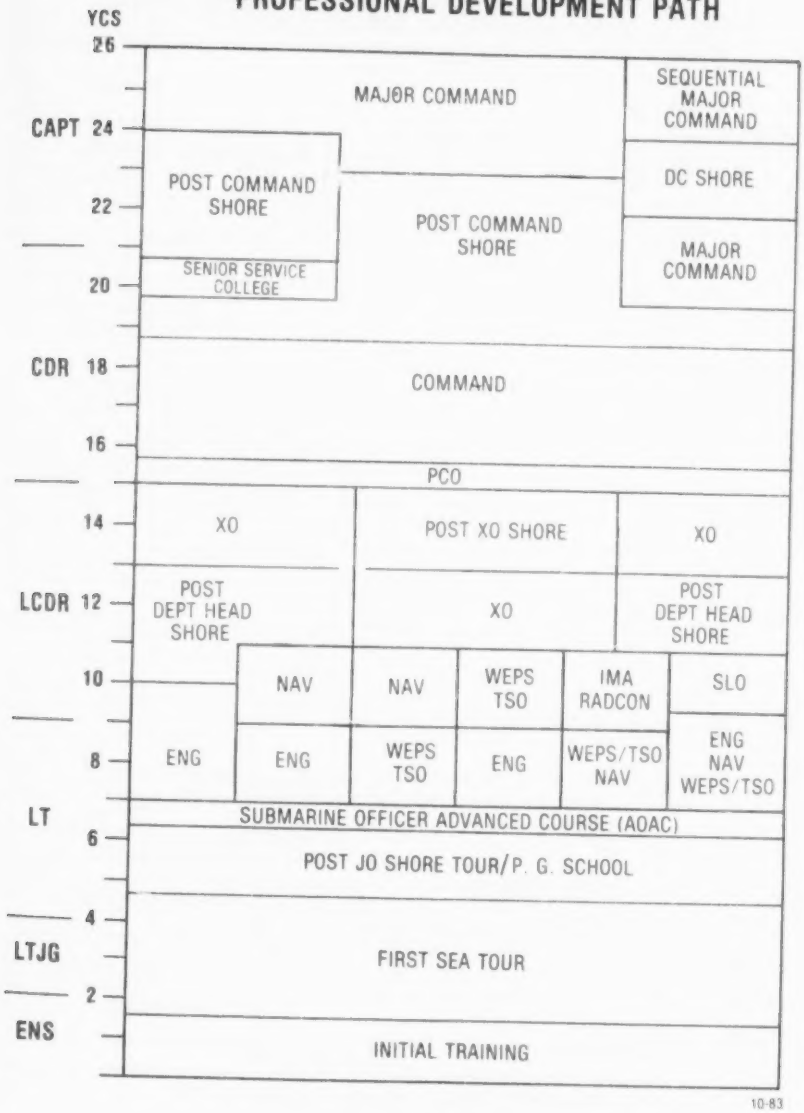
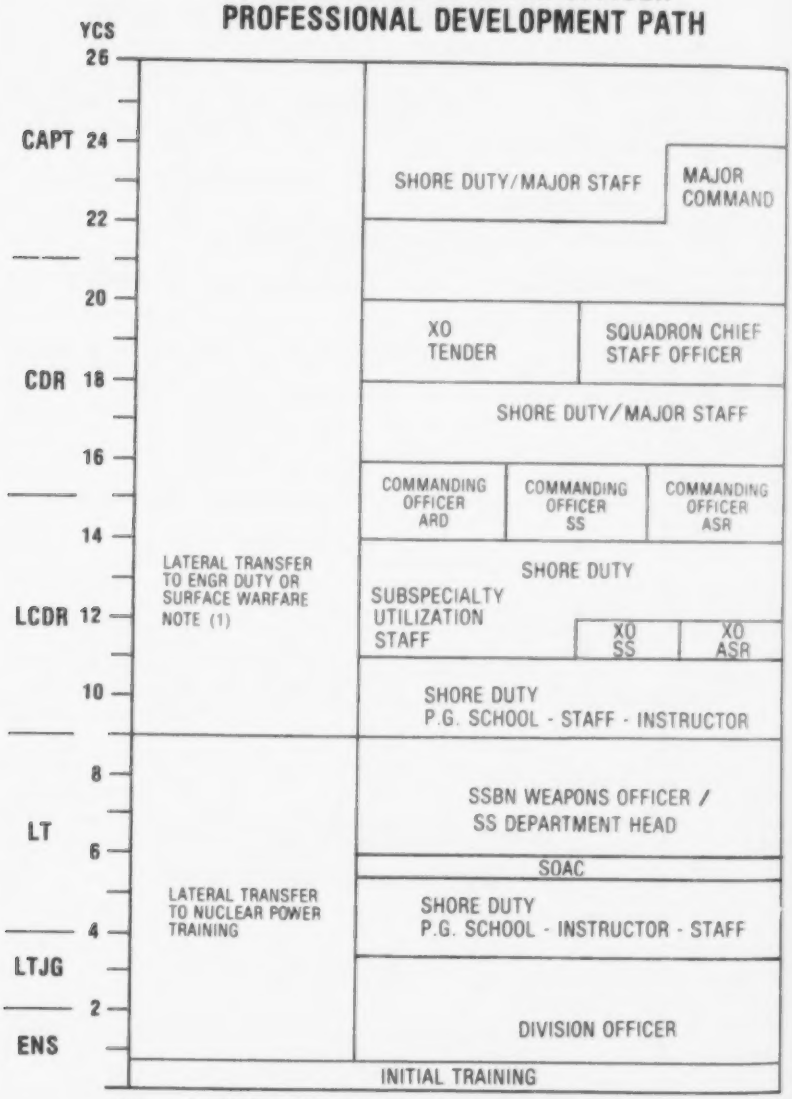


FIG. 5-1

GENERAL SUBMARINE OFFICER PROFESSIONAL DEVELOPMENT PATH



NOTE: (1) MEMBER MAY ELECT TO LATERAL TRANSFER ANY TIME AFTER THE SSBN DEPT HD TOUR IS SERVED.

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FIG. 5-2

CHAPTER VI

PROFESSIONAL DEVELOPMENT FOR NAVAL SPECIAL WARFARE OFFICERS

601. General

The newly-commissioned officer may elect to pursue a career in Naval Special Warfare, a small, highly specialized warfare community. The Special Warfare Officer concentrates on the development of skills in the areas of unconventional warfare, counter-insurgency, and tactical intelligence collection. To enter this career area, the officer must meet rigorous physical prerequisites, volunteer for hazardous duty, request and be selected to receive Basic Sea-Air-Land (SEAL) Training.

602. Initial Training

Basic SEAL Training is a 6-month course that is physically and mentally demanding. It is specifically designed to provide the necessary basic physical and technical skills in Naval Special Warfare, and its requirements are sufficiently demanding so only those who are highly motivated complete the course. In training you receive instruction in the planning and conduct of all phases and forms of Naval Special Warfare including the various forms of hydrographic reconnaissance, land and underwater demolitions, individual and crew served weapons, small unit tactics, land reconnaissance, and various types of Self Contained Underwater Breathing Apparatus (SCUBA).

603. Initial Operational Tours

Successful completion of Basic SEAL Training signifies that you have attained the necessary skills to be assigned to either a SEAL Team or SEAL Delivery Vehicle (SDV) Team. Initial assignment marks the start of your professional warfare development and the commencement of the first operational phase of your career. The first operational phase should be split into two tours, one in a SEAL Team and one in an SDV Team. In this period, you will receive a great deal of advanced instruction that expands upon the basic skills obtained during Basic SEAL training. You will also receive training in new areas such as parachuting, SDV operations, and possibly foreign languages. It is in this first operational phase that you must demonstrate both your capacity to perform as a Naval Special Warfare officer and your potential for future development. The importance of this phase cannot be over-emphasized, for it is during this period that you are closely evaluated by your commanding officer and are

either recommended or not recommended for warfare designation. Upon qualification, your designator is changed from 118X to 113X. An officer who fails to earn the Naval Special Warfare designator will be made available for reassignment. During these first tour with the Teams, you should direct your efforts toward becoming an operational Platoon Commander and strive to gain as much operational experience as possible through overseas deployments and exercises. Following SEAL qualification, junior officers can gain additional leadership experience in special boat squadrons and units during this initial operational period.

604. First Shore Tour

Upon completion of the initial two operational assignments you may elect to go to either the Naval Special Warfare Center as an instructor, to a Personnel Exchange Program (PEP) tour, or to post graduate school (post graduate school, however is intended primarily for the second shore tour). Limited numbers of billets are also available on shore and overseas shore staffs. Officers desiring or requiring additional operational time may forgo this first shore duty period for a third operational assignment. During this tour officers will be screened for subsequent Department Head or Lieutenant-grade Executive Officer.

605. Department Head/Lieutenant Executive Officer Operational Tour

The second operational phase is a two year period at the eight to ten year point, when officers who have screened will be assigned as Department Heads of SEAL Teams, SDV Teams, Special Boat Squadrons and Units, and Lieutenant-grade Executive Officers of Special Boat Units. Officers not screened for Department Head will serve on the operational NSW Group and Unit Staffs.

606. First Educational Tour/Second Shore Tour

Well before the end of your second operational phase, which occurs at the tenth year of service, you should plan your first educational/administrative assignment. During this period of approximately 2 years, you may commence the development of a subspecialty. This may be achieved either by receiving graduate education or serving in a subspecialty qualifying billet. Subspecialty areas that are closely aligned with Naval Special Warfare include Naval Intelligence, Defense Intelligence, Politico-Military, and Operations Analysis. Any of these subspecialties may be obtained through graduate education, either at the Naval Postgraduate School in Monterey, California, or at approved civilian institutions. Formal graduate education usually results in subsequent subspecialty tours during following shore duty assignments. As an alternative to formal educational training at this point in your career, you may request a billet in

OPNAV, one of the Systems Commands, Joint Service Commands, or in another operational unit such as the Special Boat Squadrons. This 2-year period serves to broaden your experience base and lay the foun- dations for the command and management oriented tours to be served later in your career. During this period it is also possible to attend one of the Junior Service Colleges if you so desire. Screen for Lieutenant Commander Executive Officer/Commanding Officer also occurs during this tour.

607. LCDR Executive Officer/Commanding Officer Operational Tour

Officers who have screened for LCDR XO/CO will be assigned as such during this operational tour. Officers who have not screened for these positions will be assigned to Joint and Naval Special Warfare operational staffs.

608. Command Tour

At the end of the LCDR Executive Officer/Commanding Officer tour you can look forward to your intermediate operational period. This period encompasses the 4-year period between the fourteenth and eighteenth years of service. During this period the Naval Special Warfare officer who successfully screened for command can expect to serve for 2 years as a Commanding Officer of either a Naval Special Warfare unit, SEAL Team, Seal Delivery Vehicle (SDV) Team or Special Boat Unit. The command tour is the Naval Special Warfare officer's mid-career goal and affords him the opportunity to apply all the professional, managerial, and technical skills he has gained during his years of development. Opportunity for command varies between 40 and 60 percent and is a function of the number of qualified officers in each year group. Commanding Officer tours are 27 months long. In addition, during this intermediate development phase, you can look forward to selection to CDR and a tour of duty on an operational staff.

609. Staff and Senior Service College

The second educational/third administrative tour covers approximately one 2-year period between the eighteenth and twentieth years of service. During this tour you should seek to establish the basis for your next tour in a senior billet on one of the Naval Special Warfare Groups staffs and a later screening for major command. It is in this time frame that you must seek assignment to the various fleet and joint staffs, duty in OPNAV, NMPC or the Material Command, and/or assignment to a senior service college. At the end of this period you are ready to enter another operational period in which you can expect to further expand your managerial skills in preparation for major command. During this period, the twentieth and twenty-first years of service, selection to captain should occur; and you should be

fully qualified for major shore command or command of one of the Naval Special Warfare Groups.

610. Major Command Staff

After the twenty-second year the special warfare officer will fill senior command billets and managerial positions. If y have successfully screened for major command, you can expect to serve as commanding officer in a tour at one of the designated major commands. It is in these tours that you will utilize all skills, talent, knowledge, and experience previously acquired to develop and display those attributes necessary for consideration for promotion to flag rank.

NAVAL SPECIAL WARFARE OFFICER PROFESSIONAL DEVELOPMENT PATH

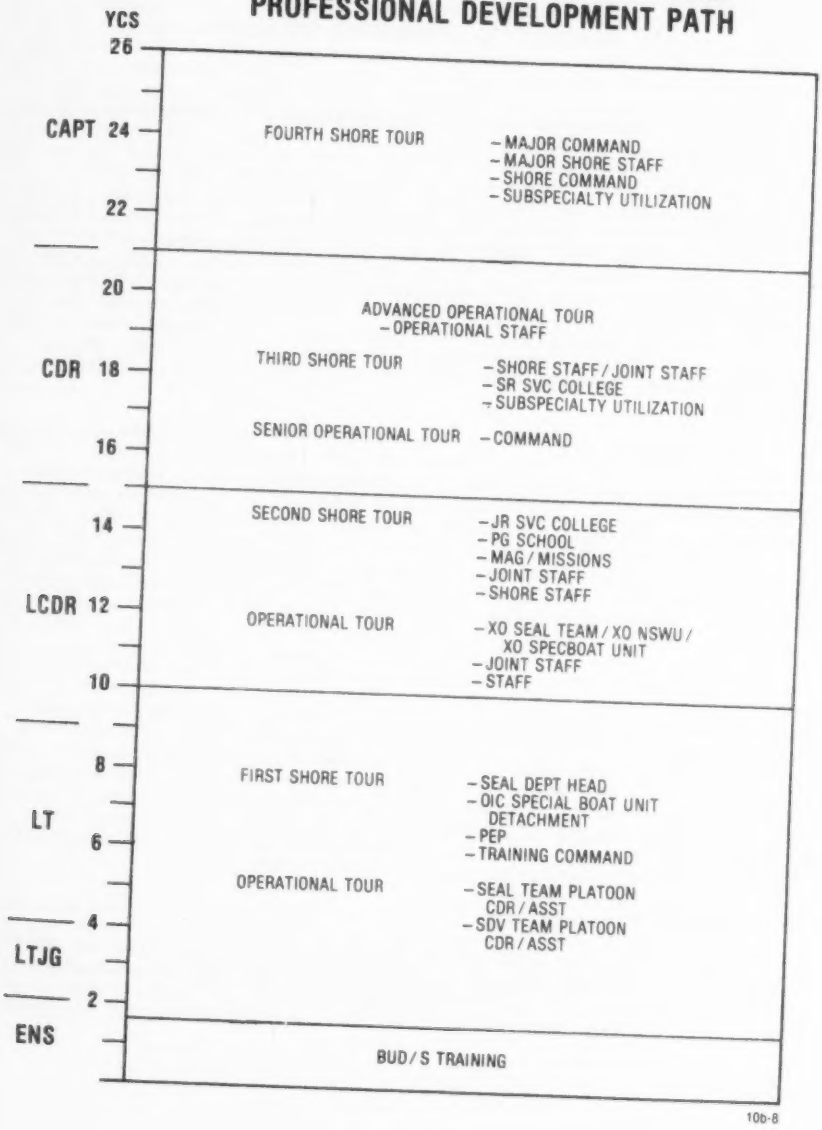

Fig 6-1

CHAPTER VII

PROFESSIONAL DEVELOPMENT FOR SPECIAL OPERATIONS OFFICERS

701. General

Special operations is the newest warfare community. It w approved by the Secretary of the Navy in July 1978 in recognitio of a need for sustained, progressive, cost effective and ready c ability in four functional areas--Explosive Ordnance Disposal (EOD), Mine Countermeasures (MCM), Operational Diving and Salvag (ODS), and Explosive Ordnance Management (EOM). Explosive Ordna and diving provide the common base which assures compatability o the four functional areas within Special Operations. The commun offers a rare challenge to young officers who seek early leaders responsibilities as Officer in Charge (OIC), Executive Officer (XO), or Commanding Officer (CO), in each of the functional area All aspects of career progression, from initial training to command, are included in the organization of the Special Operati community.

The Special Operations community (designator 114X; traini designator 119X) is founded on a base of about 450 billets in th four functional areas. Billets are included aboard salvage and rescue ships such as ARS's and ATS's, aboard mine countermeasure ships such as MCM/MSO's, aboard ordnance related ships such as A and AOR's and at Explosive Ordnance Disposal Mobile Unit (EODMU' and Mobile Diving Salvage Units (MDSU), Naval Magazines, Weapons Stations, Explosive Ordnance Disposal (EOD), Groups and detach- ments, and training and research facilities that support these functional areas.

The functions of the Special Operations community require common understanding of life cycle management of explosive ordna (production, inspection, maintenance, storage, render safe and disposal) and diving (SCUBA, surface supplied, and saturation). Given this level of expertise, the community has been levied wit responsibility for single service management of EOD technology a training, salvage and diving, and many aspects of renovating, producing and logistically supporting nuclear and conventional weapons. Entry requirements are described in MILPERSMAN Article 1420180 and are indentical for men and women.

702. Career Pattern

The career pattern for a Special Operations officer (Figu 7-1) does not differ significantly from other warfare communitie Following a period of initial training, the 1140 officer will se alternately at sea and shore. You will be afforded the opportun

for graduate education, subspecialization, service college, and command. The community offers the unique challenges of command afloat and ashore early in an officer's career. In fact, there are virtually no limitations to the billets in which an 1140 will be allowed to serve. Assignments will be based on performance, qualification and personal desires, in the same manner as administered by all URL warfare communities. Although the community consists of four distinct functional specialities, you are encouraged to concentrate in one area and broaden your expertise in another functional area. This is similar to the Surface Warfare officer serving tours in both engineering and weapons. By the time a Special Operations officer reaches the commander promotion point, he or she should have had tours in at least MCM, EOM and either EOD or EDS. The career path is constructed to allow flexibility in achieving personal goals as well as meeting the Navy's service requirements in these highly specialized fields. It is general in nature and no two officers must necessarily follow the same pattern. The guidelines set forth here are planning tools. Whatever choices the officer makes, the expertise sought will be built on a solid fountain of training that is established for all new accessions.

703. Initial Training

All newly accessed officers in the Special Operations Officer comunity will be designated 119X and will receive 35 weeks of core training divided into three segments. The first fifteen weeks of training are conducted at Basic Surface Warfare Officer's School in Newport, Rhode Island or Coronado, California. It is followed by 13 weeks of Basic Diving (surface supplied and open circuit SCUBA) at the Naval Diving and Salvage Training Center in Panama City, Florida. The third phase, also at the Diving and Salvage Training Center, consists of five weeks of Munitions Fundamentals.

704. Initial Sea Tour

At this point the Special Operations Officer Trainee (119X) is prepared for his or her first shipboard tour. This will normally be a two year tour on such vessels as MCM's, MSH's, ARS's, ATS's, AE's, AOE's, and AOR's for men and a two year diving officer tour aboard an ARS, ATS, AD or AR for women. The purpose of this initial tour is to allow the young officer to learn and build upon operational experience while contributing to the attainment of the command mission. After a year on board 119X officers are eligible to request change of designator to 114X if they complete the 1140 PQS and are recommended by their commanding officer. They are expected to achieve warfare qualification during this initial two year tour.

705. Qualification

During the first tour an officer will have qualified as a Special Operations officer. The significance of this milestone i the career progression cannot be overstated for at this point com munity status is achieved.

After the initial Sea Tour the 114X officer will pursue initial training in MCM, EOD, or Diving and Salvage. The functional area in which officers are assigned on their second sea tou is determined by their personal preference, the needs of the Navy, and performance as indicated by the first tour fitness reports. EOD, the training consists of 3 weeks at Redstone Arsenal, AL for chemical/biological weapons indoctrination and 31 weeks at EOD School in Indian Head, Maryland for the following training:

- 19 wks Surface Ordnance and Basic Demolition
- 8 wks Underwater Ordnance and Mixed-Gas SCUBA
- 4 wks Nuclear Weapons and Nuclear Devices

At the conclusion of the training the 114X officer will be assigned to either EOD Mobile Unit One in Hawaii or EOD Mobile Unit Two, Fort Story, Virginia. In the Diving and Salvage arena, an officer will receive either 5 weeks of salvage diver training or 1 weeks of deep sea (HEO2) diver training depending on what ship type is being considered. Upon successful completion of the course, the officer will be assigned to an ATF or ARF if salvage trained, or to an ASR or ATS if helium oriented. In mine countermeasures the officer will receive MCM training and be assigned to MCM or MSH ships.

706. Career Description

A tour afloat awaits some officers who want to aspire to XO afloat onboard MCM ships. A tour ashore awaits officers in the 1140 community after successful completion of the first two sea tours. Billets available are in all four functional areas, and include such jobs as OIC of an EOD detachment, diving officer at a Naval Research and Development Activity, instructor at a Nuclear Weapons Training Group, missile production officer at a Naval Weapons Training Group, or a missile production officer at a Naval Weapons Station. In addition, graduate education is an alternative if an officer has been previously selected for such study.

For those striving for LCDR command the next tour which occurs at the senior LT level is the most significant. At this point an 114X officer with diving and salvage experience will be screened for Exective Officer (XO) aboard an ARS, ATS or MSO. On the EOD side the same situation applies with a tour as XO of an EOD unit or, as an equivalent OIC of an EOD detachment. A successful tour as an XO/OIC is the prime prerequisite for LCDR command.

Following the XO sea tour, a shore tour in any of the four functional areas is possible. For those who attended graduate school, assignment to a related subspecialty billet is most probable. There are also shore XO billets available at Weapons Stations, Diving and EOD Schools, Experimental Diving Units and Mine Warfare staffs.

Command is the goal of most naval officers, and command at sea is the most significant. The 114X officers with the superior records will achieve this pinnacle after their second shore tour. Command of an ARS or ATS is available on the Diving Salvage side while CO of an EOD Mobile Training Unit is possible for the 114X with EOD expertise.

As the Special Operations officer enters the commander ranks the opportunities again vary. Both XO and CO billets in all four functional areas are options in the career path. The most significant billets are the commander commands. The Diving & Salvage Training Center, EOD Mobile Units, EOD School, and Naval Magazines are among these. In addition, EOM billets exist on the major staffs throughout the fleet. It is also possible that an officer be assigned a second tour in a subspecialty if he or she has graduate education.

Following this shore tour the 114X officers with the best records will be given the opportunity to serve as Chief Staff Officer at one of the EOD Groups, if EOD qualified, or become Commander of a Service Squadron.

The Captain billets in the Special Operations community are predominately in the EOM area. Major Command of a Weapons Station is among them. Those officers with EOD experience can strive for Command of an EOD Group or CO of the EOD Technology Center. Other significant billets include staff logistics billets at LOGPAC, OPNAV, and NAVSEASYSCOM.

07. Shore Duty General

Once ashore for the first time as a lieutenant, your options are not unlike other URL warfare officers. Within the 1140 designator, billets exist at the specialty schools as instructors, aboard major shore staffs, and at Weapons Stations and Naval magazines as department heads. Additionally, EOD detachments are available in CONUS and overseas. As you rotate to shore on future tours, your grade, seniority, and experience will dictate the type billet you might be assigned -- initially serving as department head, then executive officer and ultimately commanding officer.

Since most special operations opportunities ashore for commanders and senior are in the ordnance management area and in subspecialty utilization tours, the career pattern ensures that

officers have gained expertise in this vital area at some earlier point in their career. This is not to imply that the Special Operations Officer is not eligible to serve in the same types of billets that other warfare specialists traditionally fill. For example, graduate school is a possibility for those selected. Recruiting, NROTC's, Naval Academy, Washington, DC duty, and district staffs are but a very few of the types of duty that are open. Eventually, attendance at junior and senior service colleges can be realized also.

708. Command Opportunity General

Command, at sea or ashore, is still the ultimate goal for all URL officers. In providing each officer a path to achieve this goal, the Navy seeks a balance between opportunity and selectiveness. Only the best qualified may serve in command, and normal procedures have allowed screening board action to determine those deemed qualified to command ships at sea. Command of these units designated for the Special Operations Officer community will continue to be filled by the most qualified officers. In competing for these commands, you must achieve a level of expertise in your warfare area that makes you not only competitive for command, but "best qualified". Command opportunity at sea is currently limited by fleet assets. The major opportunity for command at sea for 1140 officers will occur at the lieutenant commander grade. Lieutenant Commander commands consist of ATS, MCM and ARS ship types as well as the MDSU and EOD units. Above the grade of Lieutenant Commander, the command opportunity exists in explosive ordnance management at weapons station and EOD groups, Naval Magazines, Weapons Facilities, and Schools. Special Operations officers can look forward to command opportunity that is parallel to their URL counterparts.

709. Summary

The community offers a definitive career pattern, improved utilization of expertise and experience, career growth to senior positions of management, and satisfaction in the performance of a necessary and often hazardous duty. As a member of this new warfare specialty, you can be a driving force in the character that your community develops as it matures in the realization of its goals.

SPECIAL OPERATIONS OFFICER
PROFESSIONAL DEVELOPMENT PATH

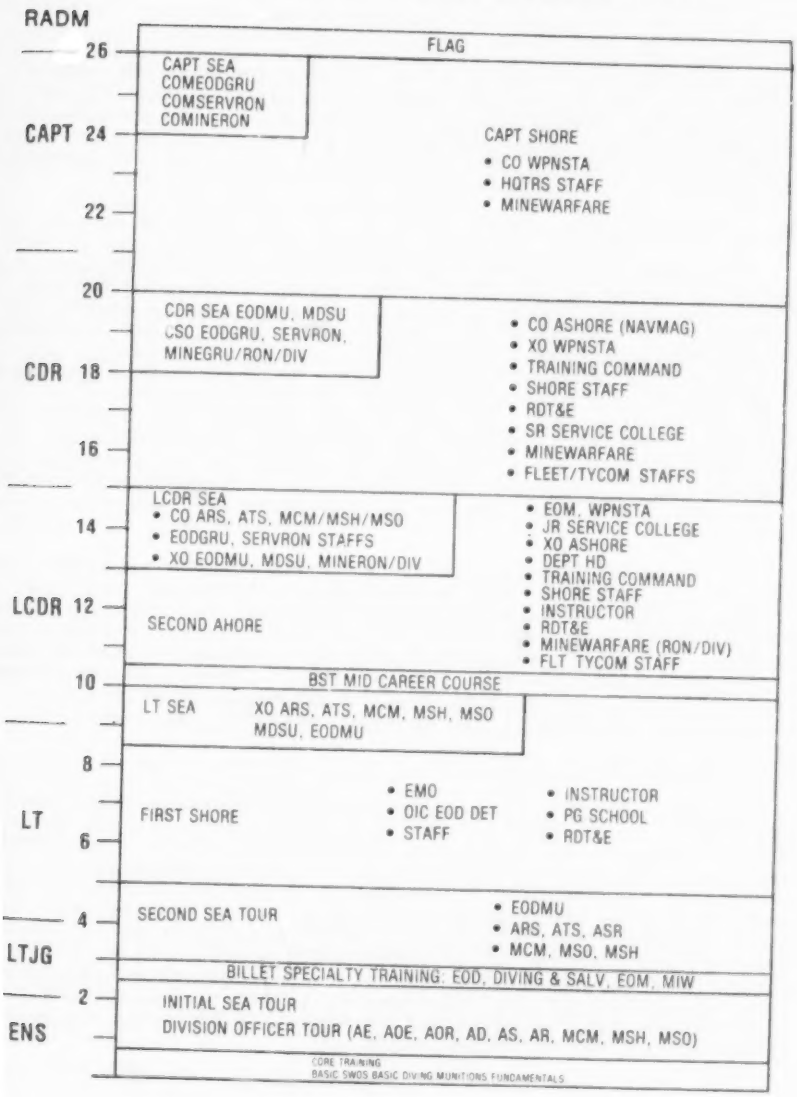

FIG. 7-1

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CHAPTER VIII

PROFESSIONAL DEVELOPMENT FOR GENERAL UNRESTRICTED LINE OFFICERS

801. General

General Unrestricted Line officers (General URL-110X designator), 81% of whom are women, are assigned to a variety o shore billets. These billets are usually from the 1000 designa tor base. In some cases, General URL officers are assigned to warfare coded billets, when requirements exist and the General URL officer has the necessary background for the job.

802. Career Progression

Career requirements for the General URL officer are indicated in the career development chart displayed in Figure 8-1. General URL officers at junior levels usually develop both leadership skills and subspecialty expertise in order to remain promotionally competitive with other unrestricted line officers, with whom they compete for promotion. Experience in both these areas is acquired over time through various assignments. At the LCDR and above levels, the General URL officer may continue in this manner or opt to follow the specialist track only. In this instance, the officer would have repeat tours in his or her subspecialty without the requirement for leadership tours unless a leadership tour was inherent in his or her particular subspecialty.

Leadership development is a building process accomplished through assignment to jobs which involve increasing levels of responsibility and authority - division officer, department head executive officer, commanding officer. Subspecialty development is achieved through formal graduate level education and/or signi ficant experience tours in a subspecialty field. In some cases, leadership and subspecialty development may be combined in a single tour, such as in the areas of personnel management.

803. Leadership

General URL officers are first and foremost "officers of the line", and therefore leadership development for the General URL officer is a key to career progression. Leadership develop- ment requires supervision of personnel (officers, enlisted, and civilians) coupled with management of resources (finances, equip ment, property, etc.) at various levels of responsibility. Your first or second tour should be a division officer tour. By the time you are a senior LT or junior LCDR (about 8 to 9 yrs), you should have successfully completed the prerequisite leadership tours (division officer and department head equivalent) which will prepare you for selection as executive officer (XO) by the Executive Officer Screening Board.

Following selection to the grade of lieutenant commander, your record will be reviewed by a formal administrative screening board, to determine your qualifications for assignment as an executive officer. Selection is based on your demonstrated performance, professional background, and potential to assume positions of increased responsibility. Currently, executive officer billets are generally available at Navy Recruiting Districts, Personnel Support Activities, Military Sealift Command Offices, Communications Stations, and Naval Facilities. LCDR Command will also satisfy your XO requirement. LCDR Command is available at Military Entrance Processing Stations and at naval facilities.

Commander command screening by formal administrative screening board begins in the year in which selection for promotion to the grade of commander occurs. As in selection for executive officer, your record is reviewed for demonstrated performance, professional background, and potential to assume positions of increased responsibility. Currently, commanding officer billets are available at Navy Recruiting Districts, Personnel Support Activities, Military Sealift Command Offices, school commands, naval facilities, communication stations, and NROTC units.

Major shore command screening, also by formal administrative screening board, begins in the year in which selection for promotion to the grade of captain occurs. Also included in this screening is selection for program managers and sequential command.

You should specify your desire for leadership type billets on your duty preference card by specifically mentioning in the remarks section your desire to serve in that type billet. Sometimes billet title, particularly at Division Officer/Dept Head level, are not indicative of the leadership responsibilities involved in a particular job. So, make sure your leadership abilities are addressed in your fitness reports. Key comments include those concerning the number of persons supervised and your effectiveness at this; your potential for assuming increased responsibilities; scope/diversity of functions/facilities and size of divisional/departmental budget. Such comments are important when your record is reviewed for selection to higher levels of leadership responsibility.

804. Subspecialization and Proven Subspecialization

Subspecialization affords the opportunity to advance through in-depth concentration of skill areas needed by the Navy. All URL subspecialties are open to General URL officers. Currently the greatest number of 1000 designator billets are in the area of manpower/personnel, financial management, computer technology, and communications. Correspondingly, most General URL

officers have specialized in these fields, although the trend shows an increase toward more technical areas where our greatest shortages exist.

Subspecialization can be accomplished in two ways, via graduate education or through successful tours in billets coded for a certain subspecialty. When subspecialization results from graduate education most of your future assignments will be in that field. Therefore the following factors are important in deciding which area you wish to pursue:

1- needs of the Navy
2- interest in a particular field
3- opportunities available
4- preference regarding geographic location (some have heavy billet concentration in certain geographic areas)
5- Personal Interests/Concerns
6- educational background

OPNAVINST 1000.16E provides information on the subspecialties and the Professional Development & Subspecialty Management Branch (NMPC-440) can provide comprehensive fact sheets related to each subspecialty field. By the time you are a junior lieutenant, you should have determined the field you prefer and be on your way to post graduate school.

At the rank of lieutenant commander and above, designation as a proven subspecialist or specialist results from selection by a formal board which convenes every two years for each subspecialty field. These designations are based on a review of your record which assesses overall performance in the subspecialty, recency of experience and leadership potential.

805. Graduate Education

The professional development of General URL officers through graduate education is vital to their future progression within today's increasingly complex and technologically oriented Navy. Details of the various fully funded programs are promulgated annually in OPNAVNOTE 1520.

General URL officers are eligible for many of the courses described in OPNAVNOTE 1520. Eligibility ranges from lieutenant junior grade to lieutenant commander. Most graduate courses require competence in calculus and physics. Opportunity for graduate school selection will be increased by completing these courses through off duty study if they are not already included in your transcript.

Actual input is determined on an annual basis for each officer community. Therefore, orders to school are dependent

upon the number of quotas the General URL community has received in each curriculum, officer availability, a person's projected rotation date and the needs of the Navy.

Completion of graduate education results in a subspecialty code and future assignments primarily in the particular subspecialty field.

If, in order to obtain a subspecialty code you decide to pursue a graduate program on your own, you should verify specific course requirements before your initial enrollment. There is a chance your curriculum may not meet established subspecialty requisites. Therefore you should contact the Professional Development & Subspecialty Management Branch (NMPC-440) about your masters degree program to be sure it meets Navy requirements. Call AUTOVON 224-3321 or commercial (202) 694-3321.

806. Service College

The goal of a service college education is to enhance an officer's capacity to discharge responsibilities associated with high level command and staff positions within the armed forces. Selection for service college is by administrative board action following the annual selection boards for promotion to LCDR and CDR. Lieutenant commanders are eligible to attend junior service college and commanders and captains attend senior service college. An officer will normally attend only one service college at any given level. Service college selection opportunity is equivalent for all URL officers.

Service colleges are listed below:

ENIOR

AVAL WAR COLLEGE, NEWPORT, RI

ATIONAL WAR COLLEGE, WASHINGTON, DC

NDUSTRIAL COLLEGE OF THE ARMED FORCE, WASHINGTON, DC

MY WAR COLLEGE, CARLISLE, PA

WAR COLLEGE, MONTGOMERY, AL

D DEFENSE COLLEGE, OME, ITALY

JUNIOR

NAVAL WAR COLLEGE, NEWPORT, RI

ARMED FORCES STAFF COLLEGE, NORFOLK, VA

ARMY COMMAND AND STAFF COLLEGE, FORT LEAVENWORTH, KANSAS

AIR FORCE COMMAND AND STAFF COLLEGE, MONTGOMERY, AL

MARINE CORPS COMMAND AND STAFF COLLEGE, QUANTICO, VA

ROYAL NAVY STAFF COLLEGE GREENWICH, ENGLAND

Past performance, quality of leadership displayed and potential for accepting increasing levels of responsibility co heaviest in selection for service college. Attendance, in som cases, may be deferred to allow selectees to carry through "career crucial" assignments such as XO/CO tours. In these instances, the aim is to get the individual involved in the service college course immediately following the career critic tour. As a service college selectee you can transmit your specific desires as to choice of school by way of the duty preference card or by notifying your detailer. More details o service college attendance may be found in OPNAVINST 1301.8A.

807. Summary

This chapter has summarized the more salient aspects of General URL officer career development. The career progressio chart is included as a planning tool and should be used as a genera guide. Strict adherence to the charted "NORMS" is not mandatory, however, continued leadership/subspecialty developm should be pursued at every step in your career progression in order to remain promotionally competitive with your unrestrict line officer peers. The career of the General URL officer involves a wider range of choices and greater flexibility with regard to specific billet assignments and the timing of assign- ments compared to the warfare officer whose career path is mor rigid and fixed. This should <u>not</u> be viewed as indicating a la of definitive career progression but rather as a plus in terms offering the officer the opportunity to choose an area of inte est through subspecialization while pursuing leadership develo ment through progression within the established guidelines up t and including major command.

There is no one best path to success. One consideratio is paramount in all communities--your individual performance i the fundamental basis for success. This point cannot be over- emphasized. The Navy operates a competitive system and <u>performance</u> <u>is</u> <u>the</u> <u>key</u> to your future.

NEW GENERAL URL CAREER PATTERN

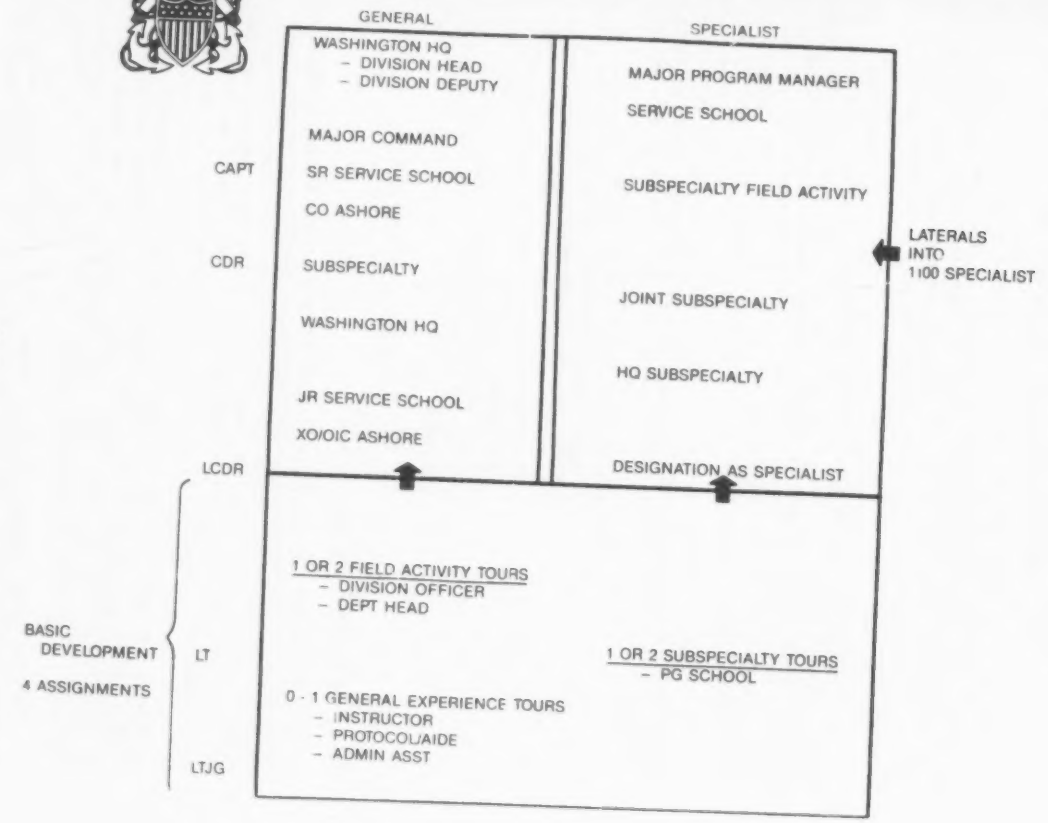

Fig 8-1

CHAPTER IX

RESTRICTED LINE AND STAFF CORPS

The option does exist for unrestricted line officers (bot male and female) to laterally transfer to the restricted line Staff Corps with no loss in grade or service time. Many of t com- munities rely heavily on lateral accessions from the unrestricted line and benefit from the warfare experience of transferees.

It should be noted that competition for these programs is keen. Entry criteria vary for each community, but it is univ sally true that your performance record as an unrestricted li officer is as much a factor in the selection process for the restricted line or Staff Corps as it is for any URL promotion screening board.

The timing, entry criteria and application procedures are contained in the MILPERS Manual, NAVPERS 15560, Article 10201 Those communities which accept lateral transfers from the URL

- Engineering Duty (1440/1460)
- Aeronautical Engineering Duty
  - Aeronautical Engineering (1510)
  - Aviation Maintenance (1520)
- Special Duty
  - Cryptology (1610)
  - Intelligence (1630)
  - Public Affairs (1650)
  - Geophysics (1800)
- Supply Corps (3100)
- Civil Engineer Corps (5100)

901. Engineering Duty (ED)

A career as an ED officer provides an officer with a variety of career paths. Assignments of EDs consider the uniq role of the ED as a technical specialist for the acquisition, construction, maintenance and modernization of ships, combat/ weapons systems, ordnance systems and electronic systems. Additionally, the ED has a role in the research and development efforts of ship acquisition. Special programs have been estab- lished to allow EDs to become qualified in Diving and Salvage, Submarines (via the ED Dolphin Program), and Weapon Systems Acquisition Management (WSAM). The career of an ED can be divided into two phases, the "basic phase" and the "professiona phase". Figure 9-1 displays the career path for the ED communi

During the "basic phase" an ED will be assigned to allow maximum opportunity for the completion of the following:

- Sea Duty - EDs are professional naval officers and

should serve at sea, preferably in a combatant ship, early in their careers. Normally the first tour afloat, during which qualification as a submarine or surface warfare officer is achieved, is accomplished as an unrestricted line officer.

° Graduate Education - If a graduate degree has not been achieved before the officer becomes an ED, high priority is given to assignment to graduate school.

° ED Qualification Program (EDQP) - All new EDs participate in this program by attending the 6-week Basic Course at the ED School at Mare Island, California, and pursuing a formal qualification program at their primary duty station. This is normally accomplished within the first 2 years of their assignment as an ED.

There are four recognized areas of technical specialization in the "professional phase":

° Ships and Ship Systems Engineering - EDs pursuing a career in this speciality may be associated with construction, repair and/or modernization of surface ships and submarines at naval or private shipyards. In addition, they may provide technical direction for research, development, testing and evaluation of surface ship and submarine structures, propulsion systems and components, or they may direct the acquisition of a new class of ships. ED sea tours include duty in tenders, repair ships, aircraft carrier engine- ering departments, and associated staffs. Senior positions include commanding officers of naval shipyards; supervisors of shipbuilding, conversion and repair; and program managers of major ship acquisition projects.

° Electronic Systems Engineering - A career in the electronics speciality may include involvement associated with the planning, acquisition, installation, and support of surveillance systems, or command and control system as well as participation in the design and engineering of new systems, such as Satellite Communications or Electronic Warfare Systems. ED sea tours are limited to selected electronic material officer billets. Senior positions include commanding officers of Naval Electronic Engineering Centers and selected naval laboratories, as well as managers of major electronic acquisition programs.

° Combat/Weapons Systems Engineering - EDs pursuing a career in this speciality may be involved with the design, engineering and acquisition of new combat/weapons systems, such as the AEGIS Fire Control system; or they may be involved in the development and acquisition of sonar, radar or fire control systems. Senior positions include commanding officers of selected naval laboratories, naval plant representatives, and managers of major combat/weapons systems acquisition programs.

* Ordance Systems Engineering - A career in the ordance speciality may include work in torpedo or mine development an acquisitions, and participation in the design and engineering new missile systems. Senior positions include commanding officers of ordnance field activities, selected naval plant representatives and managers of major ordnance acquisition programs.

902. Aeronautical Engineering Duty (AED)

In today's Navy, the AED officer is an operationally experienced and technically educated naval officer who provid professional management and technical direction in the design development, acquisition, production and logistic support of naval aircraft, air weapon systems and their related support equipment. The AED officer serves primarily in specialty bil which require a combination of technical and managerial profi ency and experience not normally possessed by officers of the unrestricted line who primarily serve in warfare assignments. acquire and maintain this desired degree of proficiency, the specialist must serve full time in the chosen field. Conse- quently, in becoming a member of the restricted line, the 151 officer relinquishes and operational career to devote all eff to strengthening the technical and managerial foundation of t naval establishment.

The designated AED billets offer diversification and chal- lenge that rival those of any profession. In a third of these billets, the AED officer has the opportunity to fly aircraft a operate airborne weapon system in various life cycle phases, f initial development to rework. The AED officer's duty assignments require the application of knowledge accumulated through years of fleet experience and formal education to desi develop, procure, and maintain complex new systems that operat in environments from beneath the surface of the sea to the far reaches of outer space. The AED officer frequently works in close association with our country's top engineering and resea talent, managing programs of all types that represent investme of billions of dollars. As commanding officers of numerous sh activities, AED officers supervise the efforts of thousands of military and civilian employees representing the widest possib range of skills and experience. Figure 9-2 displays the profe sional development path for the AED community.

In addition to flying, acquiring, and maintaining today's developing tomorrow's aircraft, AED officers are afforded the opportunity to sharpen their professional skills at the Naval College, and the Industrial College of the Armed Forces.

The semiannual Line Transfer/Redesignation Board is the on

source of officers for the AED community. New 151X officers have usually attained the rank of LCDR or senior LT. Qualifications for the 151X designator include a strong performance record in two operational tours and postgraduate education in a technical field.

902.1 **Aviation Maintenance Duty (AMD)**

The Aviation Maintenance Duty (AMD) community provides fulltime professional maintenance managers for naval aviation. The AMD officer is a fleet experienced, technically qualified and well educated naval officer. He is a professional maintenance manager identified by the 1520 designator who performs in challenging aviation maintenance assignments at sea and ashore. The AMD community emphasizes a "grow your own" approach wherein most accessions are at the ensign grade. However, lateral transfers of higher ranking officers with required expertise are effected through Line Transfer/Redesignation board action. The newly accessed AMD officer will attend the Aviation Maintenance Officer School to acquire basic knowledge required of maintenance management professionals. Opportunity is afforded some AMD officers to attend the Joint Aviation Supply Maintenance Material Management course and the Naval Postgraduate School as their career progres- ses.

The heart of the AMD career path lies in operational billets managing the maintenance efforts at both the organizational (squadrons) and intermediate (Aviation Intermediate Maintenance Depot (AIMDs)) levels of maintenance. The typical officer will have seven tours before becoming eligible for captain. Four of these tours will be in operational billets and the remainder will include headquarters and type commander staff tours and advanced education opportunity. In the senior grades, AMD officers are the policy makers for aviation maintenance and occupy key billets at OPNAV, NAVAIR, major fleet staffs, and as Naval Air Rework Facility Commanding Officers. Some senior officers are also afforded the opportunity to attend the Industrial College of the Armed Forces or the Naval War College. As captains, AMD (1520) officers, along the AED (1510) officers are offered the opportunity to be designated as 1500 officers and are thereby eligible for further promotion to flag officer grade.

The AMDO can expect to rotate between sea and shore duty through commander with opportunity for overseas shore duty. Figure 9-3 display the professional development path for the 1520 community. Exact career patterns may vary depending upon the needs of the Navy and personal considerations.

903. **Special Duty**

903.1 Cryptology

The cryptologic community conducts Electronic Warfare Support Measure (ESM) in support of fleet operations and manages national signals intelligence collection efforts. Cryptologic officers are designated as Special Duty Officer (Cryptology), 161X. There are approximately 700 161X officers and over 250 limited duty officer and warrant officers in the cryptologic community.

Prior to an officer's first cryptologic assignment, he or she usually attends an orientation course at the Naval Technical Training Center (NTTC) Pensacola, Florida. After this initial familiarization, junior officers are normally assigned to a NAVSECGRU field station, shore detachment or the Defense Language Institute for intensive language training. Assignment to a NAVSECGRU command provides the junior officer the opportunity to accomplish initial career development while serving as a division officer in the areas of collection, analysis/reporting, high frequency direction finding, signals security, administration communications or electronic maintenance. Further, assuming successful performance ashore, the officer is usually given the opportunity to serve as a division officer, in a Temporary Additional Duty (TAD) status, aboard a combatant ship or aircraft. In this capacity, the officer is charged with providing cryptologic support to the commanding officer and/or embarked flag officer. This support normally consists of time sensitive, over-the-horizon targeting data and related tactical support.

Following the initial tour of duty, cryptologic officers have many options. They can serve as a PCS shipboard division officer in Outboard equipped ships and aircraft carriers or may choose to fly as an evaluator with either FAIRESCONRON ONE or TWO. Additionally, many officers serve on the staff of the Fleet at the National Security Agency. For Officers who desire to continue their education, opportunities exist for study at the Naval Postgraduate School in technical curricula. Successful completion of the curriculum enables an officer to qualify himself or herself for future technical assignments involving the management of research and development efforts for complex seaborne and shore based cryptologic systems. At the senior ranks a cryptologic officer can expect further staff assignments, duty as an executive officer, and command of a NAVSECGRU field station. Figure 9-4 displays the career path for 161X officers.

Current and projected overall transfer from the URL to the 161X designator is approximately 25 per year. Selection to be a cryptologist is dependent upon an officer's record (as reflected in fitness reports), educational background and relevant experience. Many unrestricted line officers request a change of designator to cryptology after a tour of duty with the

Naval Security Group Command (MILPERS Manual, Article 1820230); however, duty with the Security Group is not a prerequisite for change of designator by the fourth or fifth year of service, in order to gain those cryptologic skills usually acquired in the ENS through LT ranks.

903.2 Intelligence

Intelligence specialist officers receive the training and experience required to provide full appreciation of the various facets of intelligence and familiarity with fleet operations and requirements. The majority of all intelligence training is conducted at the Navy and Marine Corps Intelligence Training Center, Norfolk, VA. Additional training is provided at replacement squadrons and functional wings depending on the type of billet to which an officer is assigned.

Figure 9-5 depicts an average career path for an intelligence specialist (designated 163X). There is no single path within the Intelligence Community, and no two officers have identical career patterns. However, successful career development is dependent upon exposure to billets throughout the spectrum with sea duty assignments being particularly important.

Upon completion of initial training, all newly commissioned 163X officers serve their first tour of duty in fleet squadrons and in ships, primarily aircraft carriers. These first sea tours are almost exclusively air oriented and are normally 2 1/2 years in length. Women are sent to shore-based squadrons, also for 2 1/2 years. The first shore tour and most subsequent tours will be 3 years' duration and include billets in Fleet Intelligence Centers, on Joint and Navy staffs, Washington, DC headquarters activities, ocean surveillance centers and facilities, training activities and fleet replacement squadrons.

The 163X officer can expect a second sea tour as a lieutenant or lieutenant commander and by the eleventh year of commissioned service can expect to have completed two shore and two sea tours. Second tour sea billets include Air Wing Intelligence Officer, Assistant CARGRU Intelligence Officer, assignment in a carrier Intelligence Center (CVIC), and billets with afloat staffs and command ships. Women are sent to shore-based aviation wings, replacement squadrons, and to management positions in operational-ly-oriented units.

Follow-on shore tours include billets on naval area commander's staffs, in Fleet Intelligence Centers, on overseas staffs, as analysis and managers in the Washington, DC area, and in the Naval Investigative Service. A limited number of officers will serve as naval attache's.

Intelligence Officers are eligible for advance training an graduate education. Graduate education is provided at the Naval Postgraduate School, Monterey, CA and at the Defense Intelligence School in Washington, DC. Additionally, Intelligence Officers pre paring for increased responsibilities are eligible to attend the junior courses at the Naval War College and Armed Forces Staff College, or the senior course at either the National War College or Industrial College of the Armed Forces.

903.3 Public Affairs

The Navy's success in obtaining the people and hardware necessary for a high state of readiness depends upon the full understanding and support of the American public -- which includes Navy people and their dependents. External and internal public understanding and support are the principal objectives of the Navy's public affairs program. The program entails public information, internal information and community relations. Specializing in this work is the small restricted line community of public affairs officers -- special duty (Public Affairs) -- designator 165X.

Figure 9-6 illustrates 165X billets in each grade by command or general type of duty, and indicates various types of assignments which a 165X could anticipate through his or her career progression. There is no formalized or "ideal" career pattern for the public affairs specialty. This community, generally with fewer than 70 officers in any one grade level, does not have much assignment flexibility in selecting officers projected for rotation in a specific time frame for any one billet. This situation often precludes tracking officers into a prescribed series of assignments which could be classified as a career pattern or path.

Officers are assigned to billets, commands and geographic areas which will best utilize their past experience, diversify their career experience, and minimize Permanent Change of Station (PCS) funds, if required. Washington, DC area tours, therefore, are common because of the broad range of billets available. Area-touring in other major areas of 1650 billet concentration is also common. An officer's sequence of assignments is not judged as important as performance in a variety of billets of increasing responsibility and grade level. Detailing of officers to billets of a more senior grade is sometimes necessary and provides opportunities for top-performing officers to realize their potential. As a generalist, the 165X officer can more easily accommodate this "up-detailing" to generalist billets. There are only a few billets which require skills unique in the specialty -- such as broadcast, advertising management and print media production -- which have prerequisite skill training or significant experience requirements.

Officer assignment remains the primary means of career development and is closely monitored by community management. The Chief of Information maintains communications with the Public Affairs community and initiates extensive correspondence to ensure that 165X officers receive individual guidance and counseling in the matter of career progression.

903.4 Oceanography

The Oceanography Special Duty Officer (1800) Community is composed of officers qualified by education and experience to meet Navy requirements for expertise in the environmental sciences, primarily physical oceanography, meteorology and mapping, charting and geodesy. Recent initiatives of the Secretary of the Navy and the Chief of Naval Operations have addressed the need for 1800 officers to be warfare experienced and the need to expand the 1800 community into more direct fleet support roles and into the research and development and weapon systems acquisition communities.

The Oceanography Community strength is now at approximately 00 officers and is expected to grow to about 560 over the next ree to four years. The community is augmented by about 60 mited duty (meteorology) and warrant (aerographer) officers rving in related technical-managerial billets. The Oceanographer the Navy is the designator advisor for the Oceanography Com- nity.

The technical competence demanded of the Oceanography Com- ity translates to heavy emphasis on scientific education. Entry o the community requires at least a baccalaureate degree in anography, Meteorology, or in a closely related scientific field h a minimum of 30 semester hours in the meteorology - oceano- phy disciplines. All career Oceanography officers require post- duate education, and most will attend the Naval Postgraduate ool, normally starting at the three to five year point in their eers. Four direct accession URL officers each year will be ected to attend the Military Institute of Technology (MIT) WOODS , MA graduate education program in Ocean Sciences. Upon iving Master of Science degrees, these graduates will be signated as 1800 officers. Approximately 12 Oceanography ets require doctorates in meteorology or oceanography. nding on the available inventory of 1800 officers holding PHD ees, a small number of candidates are considered yearly for oral level education.

SECNAV and CNO initiatives concerning Naval Oceanography t significantly on accession methods for 1800 officers. t accessions will drop from 12 in FY-85 to zero in FY-88, g which time lateral transfer and Oceanography Option trans- will be adjusted to support the community expansion to about fficers. The long range objective of these changes is to

generate an Oceanography Community comprised almost entirely of warfare qualified officers. Upon transfer into the 1800 Commun at the O-3 to O-4 level, officers can expect to attend the Naval Postgraduate School, or be ordered to an 1800 experience tour (regional forecast center, oceanographic unit, etc.), followed b NPS. The goal then is to consolidate the warfare speciality experience and the advanced technical education of the 1800 offi into sound environmental support for strategic and tactical Naval operations. This will be accomplished during tours aboard combatant ships (CV, BB, LHA, LPH), Oceanographic Survey Units, and sea going staffs (CRUDESGRU, CARGRU, SUBGRU, DESRON). Oceanographers also serve on fleet staffs, within the Research and Development (R&D) and weapon systems acquisition communities, as well as aboard various commands and detachments within the Naval Oceanography Command. Tours in 1800 commands involve indirect broad scale services (storm and high sea warnings) and direct fl support functions (flight forecasts and ASWOC briefings). Fig 9 lists many of the assignments available at various grade levels.

904. Supply Corps

Supply Corps is comprised of 4700 professional business managers. As the Navy's principal seagoing staff corps, the goa of the Supply Corps is to provide logistics support in all of th Navy's operational environments. Supply Corps officers are educated and trained to combine operational and business management expertise which enables them to acquire and support the Navy's current and future inventory of weapons systems.

Supply Corps officers perform three basic functions; supp management - includes requirements determination, acquisition of supplies, repair parts and weapons systems, transportation, stora and inventory control of repair parts and consumable supplies for shipboard and industrial use; business/administrative management includes computer systems management, budgeting, accounting, contract management and administration; direct personnel support includes management of Navy shipboard and shore based food servic facilities, operation of Navy exchanges and commissary stores as well as the operation of shore based finance centers and afloat disbursing operations. To carry out these basic functions, Suppl Corps officers develop expertise in one of the following function specialities:

- Financial Management
- Subsistence Technology
- Systems Inventory Management
- Integrated Logistics Support
- Physical Distribution (Material and Transportation Management)
- Acquisition/Contract Management
- Merchandising Management

- Petroleum Management
- Computer Systems Management
- Operations Analysis
- Weapon System Acquisition Management (WSAM)

Supply Corps officers receive initial orders to attend six months of intensive training in the Basic Qualification Course (BQC), at the Navy Supply Corps School, Athens, Georgia. The Basic Qualification Course is a unique combination of case studies, programmed learning, and the traditional lecture/discussion classroom sessions divided among six segments: Supply Management, Disbursing, Retail Operations, Food Service, Quantitative Management and Leadership & Management.

Graduates who receive high marks in class and evidence the necessary maturity and leadership traits normally are assigned to independent duty as Supply Officer afloat. Independent duty is a challenging assignment since it means being a Supply Department Head. The Supply Officer is responsible for the functions of the Supply Department: Stores (procurement, storing, managing and issuing all consumable stores and repair parts); Disbursing (paying salaries, personnel allowances, travel claims), Ship's Store (in charge of the ship's "shopping center," providing service through retail store, laundry, barber shop, soda fountain, etc.), Food Service (feeding all of the personnel aboard ship three times a day). The majority of Supply Corps School graduates are newly commissioned officers who are assigned to dependent duty, on larger ship classes, as an assistant to the ship's Supply Officer. Dependent duty is equally challenging because of the expanded scope of operations in the various functions listed above, particularly on ships deployed overseas.

The initial tour afloat normally is followed by a 24 month shore duty tour in the continental United States for officers lieutenant and junior. Duty at sea or overseas would normally follow shore duty. Thereafter, the typical rotation is U.S. shore duty/sea duty or foreign shore duty/U.S. shore duty, etc., with the tours ashore generally increasing to three years as lieutenant commander. Figure 9-8 illustrates normal career progression for the various grade levels. It is during these tours that Supply Corps officers develop functional specialities. To insure requisite numbers of officers are available to fill billets requiring masters degree expertise, approximately 80 Supply Corps officers each year are ordered to postgraduate school. The majority of these officers attend the Naval Postgraduate School in Monterey, California. Others attend civilian graduate schools offering degree programs not available at the Naval Postgraduate School, but required by operational billets. In the grades of commander and captain, Supply Corps billets afloat or on major fleet staffs are at a premium and are filled by those officers whose service has

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been of the highest caliber. Typically, a Supply Corps officer will have nine tours of duty to the rank of captain and for many, three tours will be afloat.

905. Civil Engineer Corps

The mission of the Civil Engineer Corps (CEC) is to provi facilities engineering expertise and support to Naval Warfare. T effective operations of the Navy's shore facilities requires mana gement as modern as the state of the art permits. Yet, technical competence is the strength of the Civil Engineer Corps. The best management techniques would fail if the CEC officer was not able employ modern technology in discharging assigned responsibilities Because both management techniques and engineering skills are so essential to the CEC profession, the best description of a Civil Engineer Corps officer is that of an engineer-manager.

There are four basic types of duty available to a Civil Engineer Corps officer: public works, contract administration, construction battalion operations (Seabees), and staff. In addi- tion, some job opportunities exist in specialized areas such as petroleum engineering, environmental protection, ocean engineerin polar engineering and facilities planning.

In public works, the CEC officer is responsible for the operation and maintenance of the complex facilities and utilities systems found in shore activities. Dependent upon the size of th activity, it is common to supervise a work force of 10 to 500 per- sonnel engaged in facilities design, construction, maintenance and repair; utilities systems operation and maintenance; and family housing maintenance and administration.

In contract administration, the Civil Engineer Corps is responsible for $2.2 - $2.5 billion each year in military construc tion performed by civilian contractors under Navy contract. As such, the CEC officer supervises design of the facility (often don by A-E contract), award of the contract monitoring of construction progress, approval and negotiation of changes, and final acceptanc of completed work.

The Seabees are the Navy's combat construction force. The Naval Mobile Construction Battalions (NMCBs) and Amphibious Construction Battalions (PHIBCs) are led and staffed by CEC officers. The CEC officer is in a position of leadership with command of troops responsible for varied construction projects all over the world.

CEC officers are often assigned to large naval or joint service staffs with a myraid of responsibilities ranging from long-range planning and approval of facilities requirements to high-level management of other civil engineer functional areas.

Each area of CEC duty offers the Civil Engineer Corps officer positions of increasing responsibility and authority. There is no typical career pattern for a CEC officer. The CEC officer can expect to rotate among the basic specialties with tour lengths from 2 to 3 years in each. By the fifteenth year, a career officer should have worked in all areas and will have formed a broad base of experience (figure 9-9 displays CEC professional development path).

ENGINEERING DUTY OFFICER PROFESSIONAL DEVELOPMENT PATH

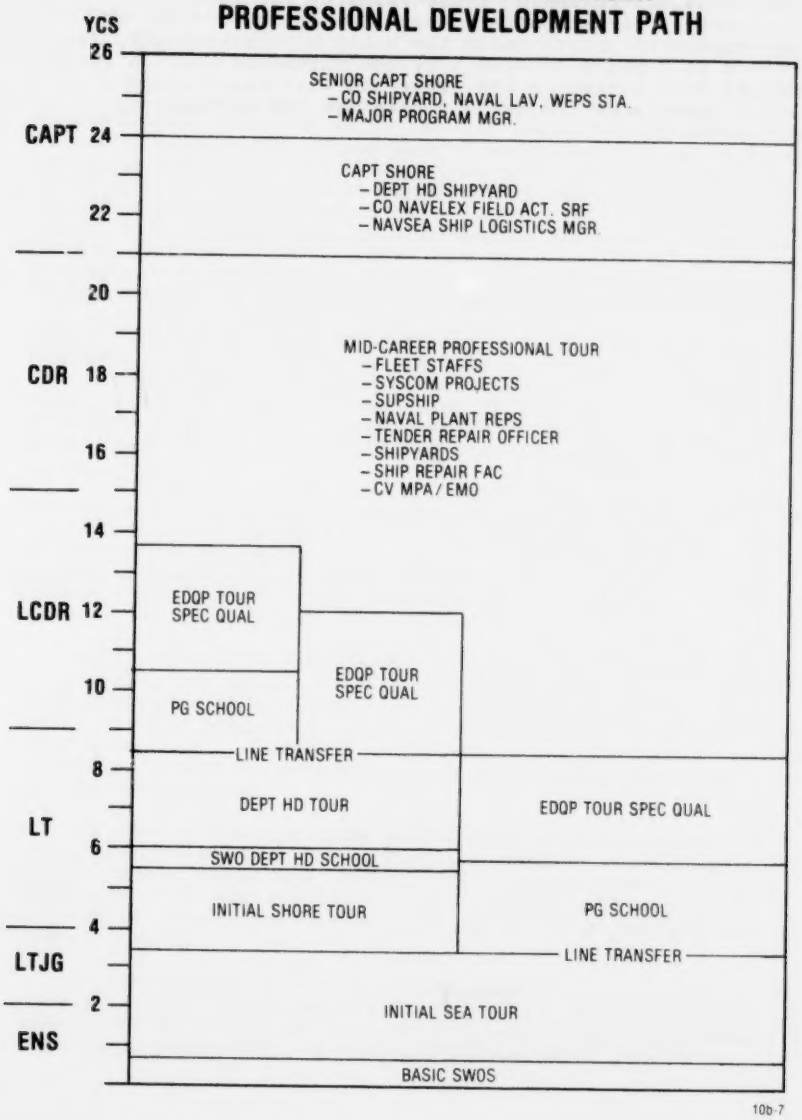

Fig 9-1

AERONAUTICAL ENGINEERING DUTY OFFICER PROFESSIONAL DEVELOPMENT PATH

DEVELOPMENT	YCS	RANK	ASSIGNMENT AREAS			
			HDQTRS	OPERATIONAL SUPPORT	PRODUCTION / REWORK	RDT&E
MANAGERIAL	26 24 22	CAPTAIN	PROGRAM MANAGER DIVISION DIRECTOR AED/AMD DETAILER	FLEET STAFF (ACOS MATERIAL) NALC (DIVISION DIRECTOR)	COMMANDING OFFICER NARF, NAVPRO NAVY PLANT REP	COMMANDING OFFICER DEPUTY PM (SPACE) DIRECTOR
TECHNICAL	20 18 16	COMMANDER	ASST PROGRAM MGR PROJECT OFFICER	FLEET STAFF (CLASS DESK) FLEET STAFF (CCG2, CCG5)	EXECUTIVE OFFICER TECH REP OINC DEPARTMENT HEAD	PROJECT OFFICER DEPARTMENT HEAD
	14 12	LIEUTENANT COMMANDER	ASST PROJECT OFFICER	ASST CLASS DESK PROGRAM OFFICER	PROJECT OFFICER DEPARTMENT HEAD	PROJECT OFFICER
	10					
BASIC	8 6 5 • • • •	ENSIGN TO LIEUTENANT	FLEET SQUADRON/ASSOCIATED SEA TOUR GRADUATE EDUCATION FLEET SQUADRON AVIATION TRAINING			URL

10-68

FIG. 9-2

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AMD OFFICER PROFESSIONAL DEVELOPMENT PATH

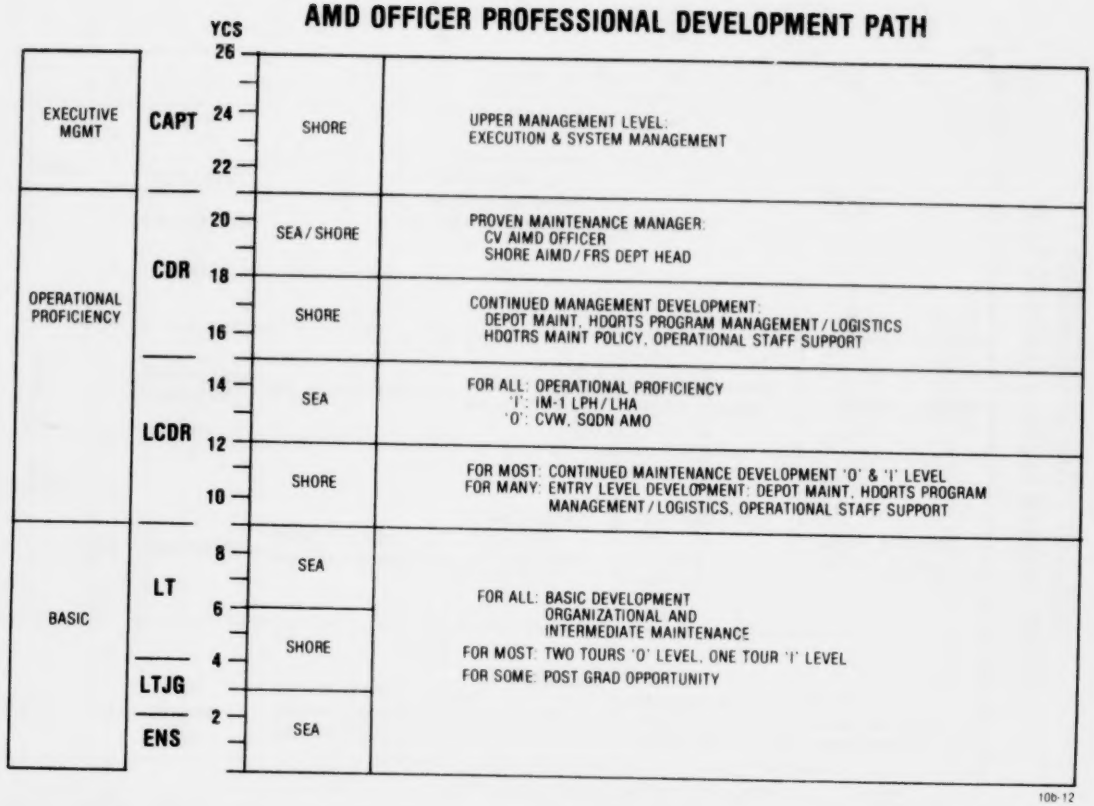

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FIG. 9-3

SPECIAL DUTY OFFICER (CRYPTOLOGY) PROFESSIONAL DEVELOPMENT PATH

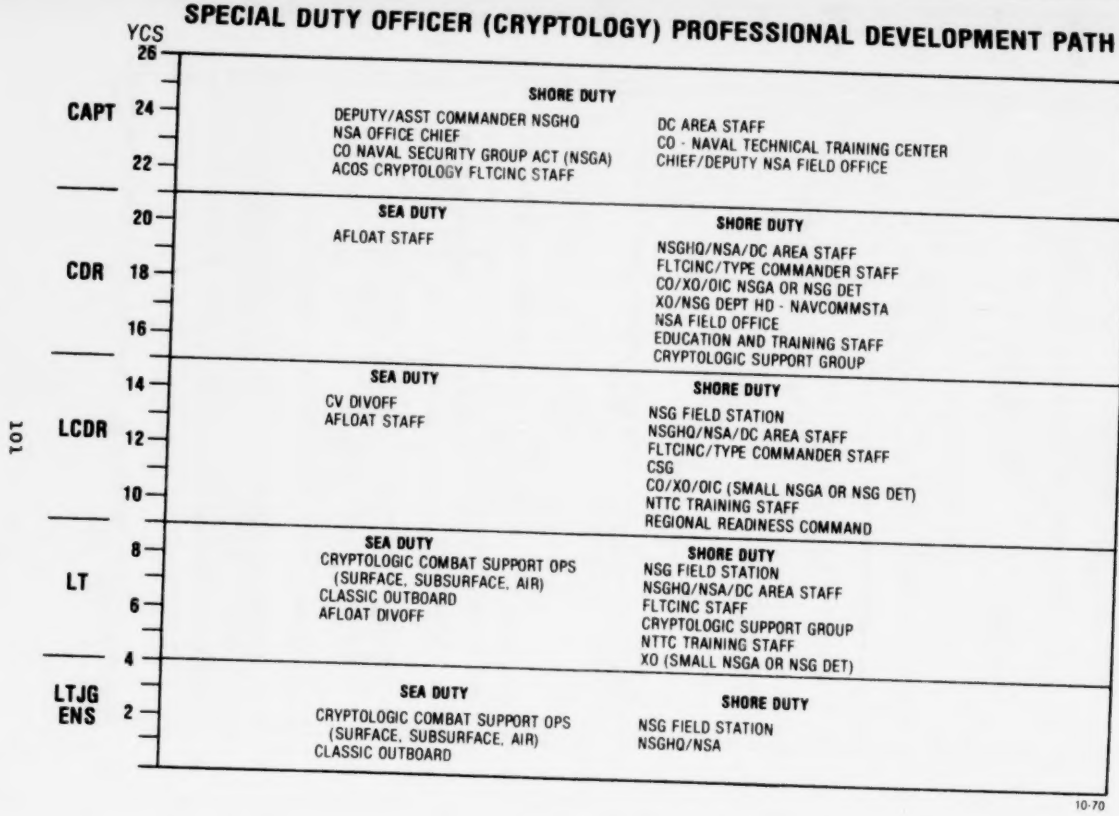

FIG. 9-4

SPECIAL DUTY OFFICER (INTELLIGENCE) PROFESSIONAL DEVELOPMENT PATH

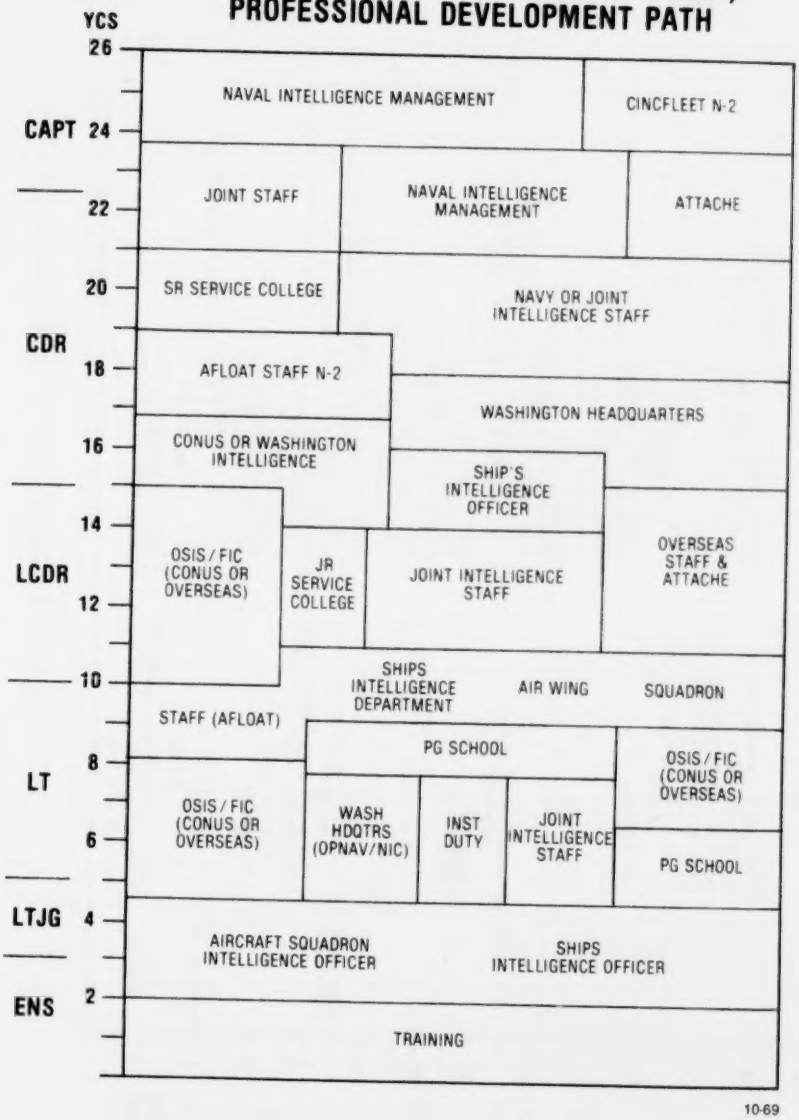

FIG. 9-5

SPECIAL DUTY OFFICER (PUBLIC AFFAIRS) PROFESSIONAL DEVELOPMENT PATH

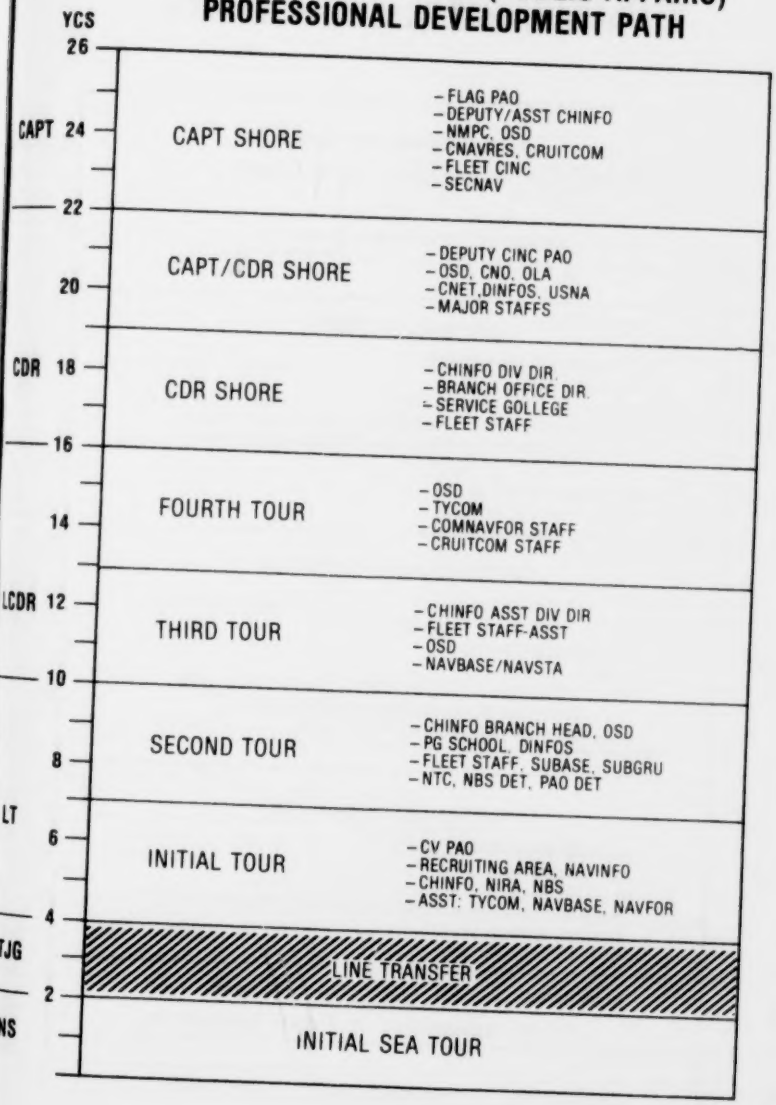

FIG. 9-6

SPECIAL DUTY OFFICER (OCEANOGRAPHY) PROFESSIONAL DEVELOPMENT PATH

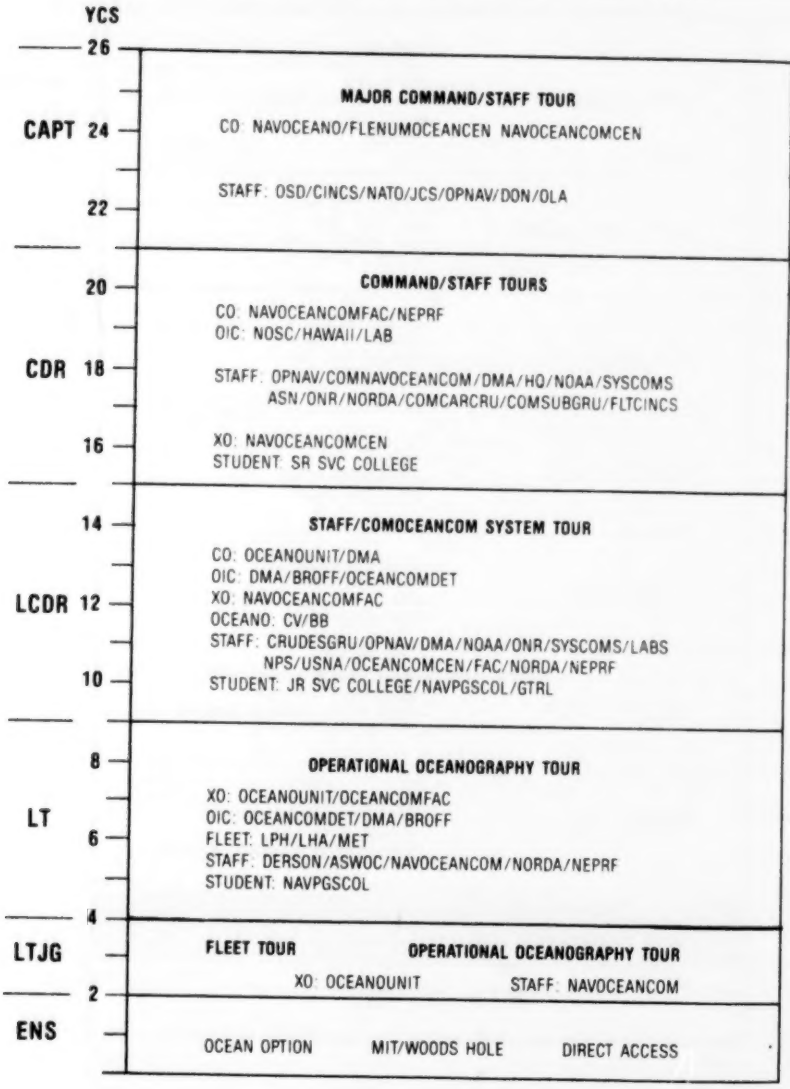

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FIG. 9-7

SUPPLY CORPS OFFICER
PROFESSIONAL DEVELOPMENT PATH

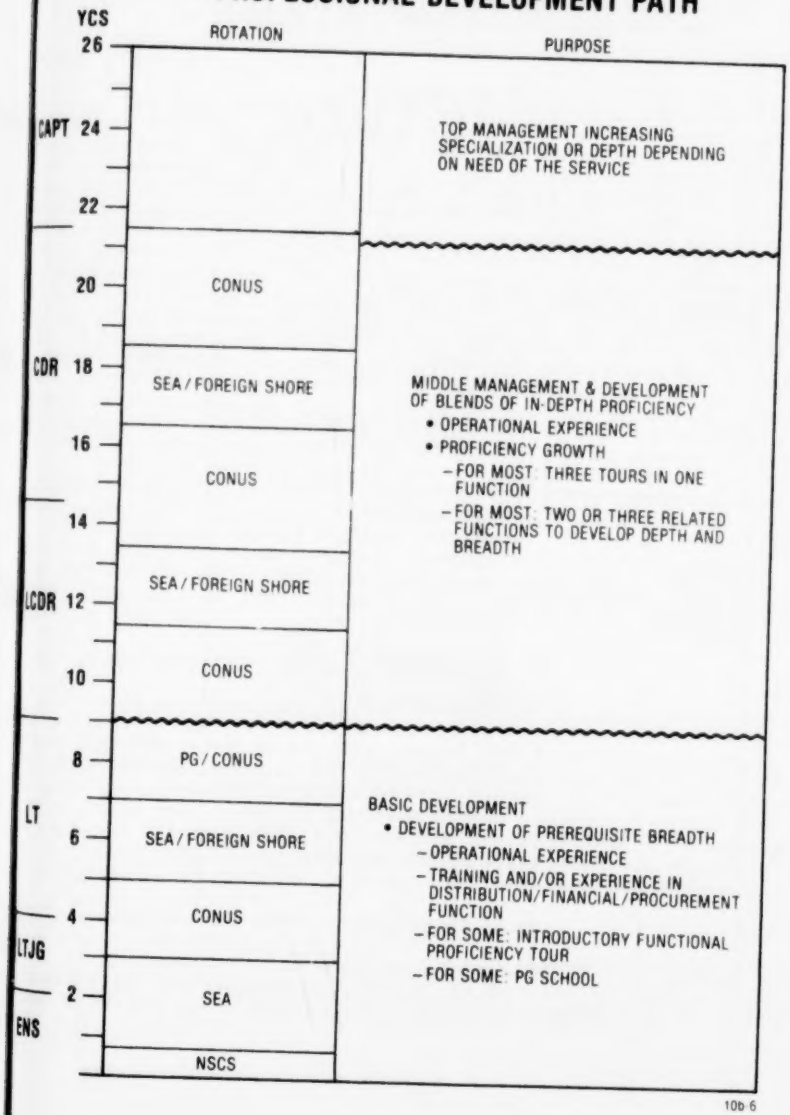

Fig. 9-8

CIVIL ENGINEER CORPS OFFICER PROFESSIONAL DEVELOPMENT PATH

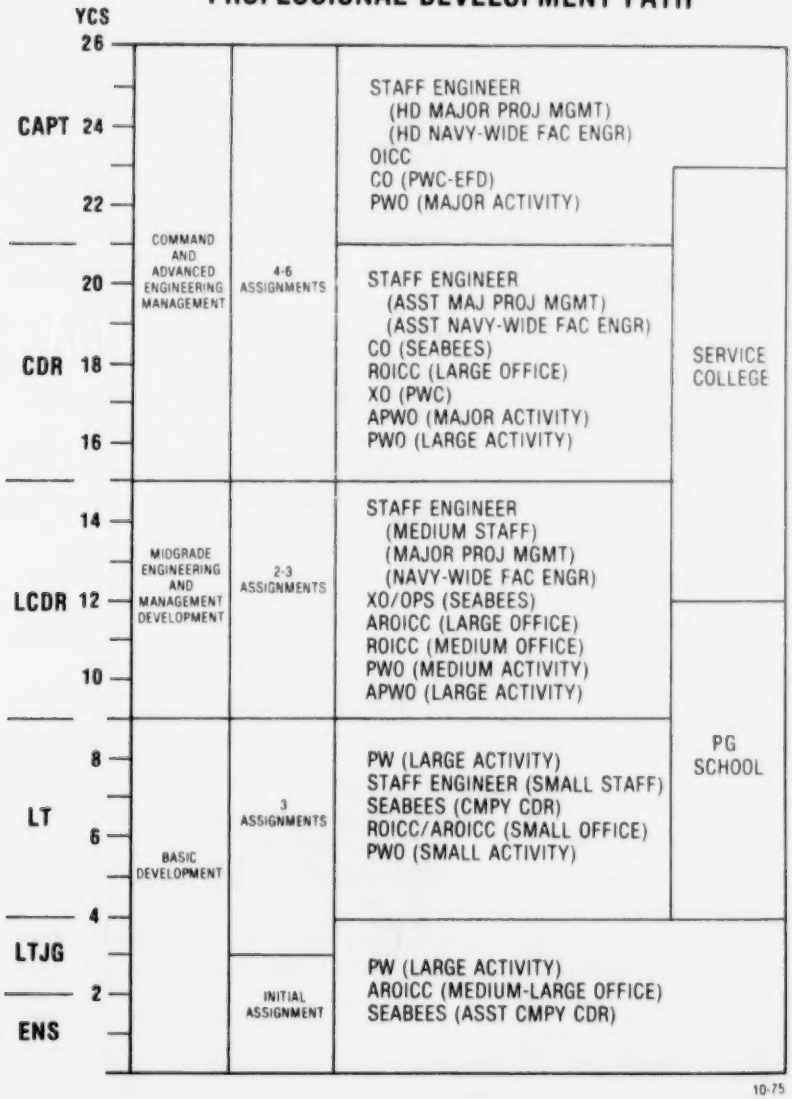

FIG 9-9

CHAPTER X

PROFESSIONAL DEVELOPMENT FOR TRAINING AND ADMINISTRATION OF RESERVE (TAR) UNRESTRICTED LINE OFFICER

1001. General

The TAR officer program is an effective means of managing the Naval Reserve. The community is comprised of warfare qualified officers, capable of directing the training of Naval Reservists in current fleet practices. TAR officers serving on active duty are identified by the number seven as the last digit of their designator (XXX7). These officers are rotated to billets in the operating forces for normal tours of duty in order that Naval Reserve Training may reflect current fleet practices. After such rotation, TAR officers normally will be returned to Reserve Program Billets (RPB) to utilize their fleet experience in training members of the Naval Reserve. The TAR program offers the Reserve officer an opportunity to fulfill an active duty career. TAR officers are considered for promotion by Inactive Reserve Officer Promotion Boards and have a promotion opportunity comparable to that of their active duty contemporaries. Applications for TAR designation are accepted from Reserve officers serving on inactive duty or Reserve officers on active duty who are within one year of completion of initial obligated service. Eligible officers on active duty may apply for consideration for TAR designator by submitting their application in letter format to the Commander, Naval Military Personnel Command (NMPC-4417) via the chain of command in accordance with Article 1020200 of the MILPERS Manual. Eligible officers on inactive duty may apply for recall to the TAR community in accordance with MILPERSMAN Article 1820320.

1002. Surface TAR Officer Community

The Surface TAR Officer community is comprised primarily of designated surface warfare officers. These officers fill Naval Reserve program billets ashore and rotate regularly to operational assignments in various warfare designated billets. Figure 10-1 depicts a typical surface TAR officer development path. This is a general progression of assignments that can be expected. However, since no two officers follow an identical career path, the chart displays in general most career milestones that support the fullest professional development.

1003. Surface TAR Officer Tours of Duty

Following the initial sea tour the first assignment is normally as a Naval Reserve Center Commanding Officer. This tour provides an extraordinary degree of independent duty and

challenge for a junior officer. The personal responsibility of leadership in a full spectrum of training, military and civilian personnel administration, facilities and financial management, public affairs, and community relations provides a uniquely satisfying and professionally stimulating shore assignment. A combination of the billet requirements and the essential Naval Reserve management experience provided, dictate the assignment of each Surface TAR officer to at least one tour as a Naval Reserve Center Commanding Officer. Upon completion of this tour, future shore assignments are unrestricted. There are staff assignments within the sixteen Naval Reserve Readiness Commands and reserve headquarters staffs in Washington, DC and New Orleans, LA. Most staff billets are in areas of manpower management. Also subspecialty billets are available in financial management and computer systems management. Service college and graduate education, if assigned, are normally scheduled after the Naval Reserve Center command tour and the department head afloat tour. Surface warfare sea assignments and tours in other warfare specialty billets are based on the individual officer's qualifications. In order to provide a well rounded background in fleet experience, assignments are not restricted to Naval Reserve Force commands. Surface TAR officers are assigned, upon screening, to operational tours at approximately the same flow points as their USN contemporaries for key billets such as Department Head, Executive officer, and Commanding Officer. TAR officers are not excluded from assignment to any billet for which qualified, however, Naval Reserve program billet requirements normally take precedence in non-operational tours.

1004. Aviation TAR Officer Community

The Aviation TAR community consists of Aviators and Naval Flight Officers who have attained a high degree of fleet experience and qualifications in a warfare specialty. These officers rotate between fleet and Reserve Program billets in order to apply current fleet doctrine and operational procedures among the reserve squadrons under the operational control of the Commander Naval Air Reserve Force. Figure 10-2 depicts a typical TAR aviation officer's career development path. The chart shows the general vertical career progression that an aviation TAR officer can expect. A cadre of two to seven TAR aviation officers is assigned to each Reserve squadron for daily management of safety, readiness, aircraft maintenance, and personnel administration. When serving in a TAR billet ashore, aviation TAR officers are assigned mainly to the following types of Reserve Force Squadrons based on their warfare specialty:

TYPE COMMUNITY	NUMBER OF SQUADRONS	AIRCRAFT TYPE
VF	4	F-4/F-14
VAL	5	A-7
VFA	1	F/A-18
VAQ	2	EA-6A
VAK	2	KA-3
VFP	2	RF-8
VC	2	A-4
VAW	2	E-2B/C
VP	13	P-3
HSL	2	SH-3D
HSL	2	SH-2F
HAL	2	HH-1K
HC	1	HH-3A
VR	11	C-9/C-131

In addition to Reserve Force Squadrons (RESFORONs) noted above, billets exist at Reserve Naval Air Stations (NAS), Naval Air Facilities (NAF), and Naval Air Reserve (NAVAIRES) locations throughout the United States. TAR officers assigned in these billets serve as program managers of squadron augmentation and combat support units, reserve personnel managers, and aircraft maintenance officers. Assignments ashore to either a Reserve Force Squadron, Force squadron, NAS, NAVAIRES or NAF provide excellent opportunities to cultivate a high degree of Reserve managerial expertise. Management of the Air Reserve Program involves many challenges in the areas of planning, scheduling, readiness qualifications, financial management, and aircraft maintenance.

1005. **Aviation TAR Officer Tours of Duty**

TAR aviation officers may be initially placed in a RESFORON if fleet current in grade. This tour provides professional growth and increased responsibility. RESFORON billet assignments may be in any one of the operations, training, safety, maintenance, or administration departments. TAR officers assigned to RESFORON duty can expect to be placed as department heads. Subsequent tours provide opportunities to attain further experience in fleet squadrons and staffs or, if selected, assignment to graduate school or a junior service college.

At the mid-grade lieutenant commander level, those TAR officers who have demonstrated superior fleet operational performance and reserve management expertise are assigned as Officer-In-Charge of a RESFORON. This assignment requires mature leadership and management expertise to carry out the RESFORON's daily operation.

Post squadron tours as a lieutenant commander or commander may involve assignment to one of six Reserve AIRWING staffs or duty at the reserve headquarters staffs in Washington, DC or New Orleans, LA. Also, additional fleet assignments on major fleet staffs can be expected. In addition to fleet screening, TAR aviation officers are considered by the Reserve Aviation Command Screening board for command, and if selected, have the opportunity for assignment as commanding officer of a RESFORON.

The TAR officer at the captain level can expect at least one staff tour in Washington, DC or New Orleans, LA. Captain aviation command opportunities are available through board action as commanding officers of a Reserve NAS, NAR or NAVAIRES.

1006. Command Opportunity

Command Opportunities are available to both surface and air TAR officers throughout their progression. Surface officers commence command tours at Naval Reserve Centers beginning at the lieutenant level. TAR aviation officers are screened at the mid lieutenant commander level for command assignments either to a fleet or Reserve squadron.

Surface officers are screened and assigned to command fleet and Reserve Force ships at the lieutenant commander and commander level. TAR aviation officers are likewise screened for command at this juncture and are assigned to either RESFORON or fleet squadrons at the junior commander level. Additional command opportunities exist for aviation officers at Naval Air Reserve Centers involving management of the squadron augmentation and combat support units. Normally at the 22nd year of service TAR aviation captains are screened for Reserve Shore aviation command. Those screened serve as commanding officers of Naval Reserve Air Stations, Naval Air Facilities and Naval Air Reserve locations under Commander Naval Reserve Force.

1007. Attrition/Continuation

The attrition policy for TAR officers is as follows: Those officers twice failed for selection to the grade of lieutenant commander are released from active duty. TAR officers in the grade of lieutenant commander, who have twice failed selection for promotion are normally retained on active duty without board action until attaining retirement eligibility or twenty years of total commissioned service; whichever comes later. TAR commanders who are twice failed selection for promotion are retained on active duty through the end of the fiscal year in which they receive their second failure for selection or attain retirement eligibility; whichever comes later. Policy provides for continuation of a limited number of TAR captains

through their 30th year of service. This provides the TAR community with a sufficient number of captains to ensure continuity and expertise within the TAR program and, in addition, provides an equitable opportunity among succeeding year groups for promotion to flag rank. Continuation procedures are based on a two-gate screening system. The first screening gate occurs the second year following selection, while the second screening gate occurs five years after selection to captain.

1008. General URL TAR Officer

Several TAR officers serve as URL TAR officers in the general unrestricted line. These officers are typically assigned as shown in the TAR general unrestricted career path shown at Fig. 10-3.

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SURFACE TAR OFFICER
PROFESSIONAL DEVELOPMENT PATH

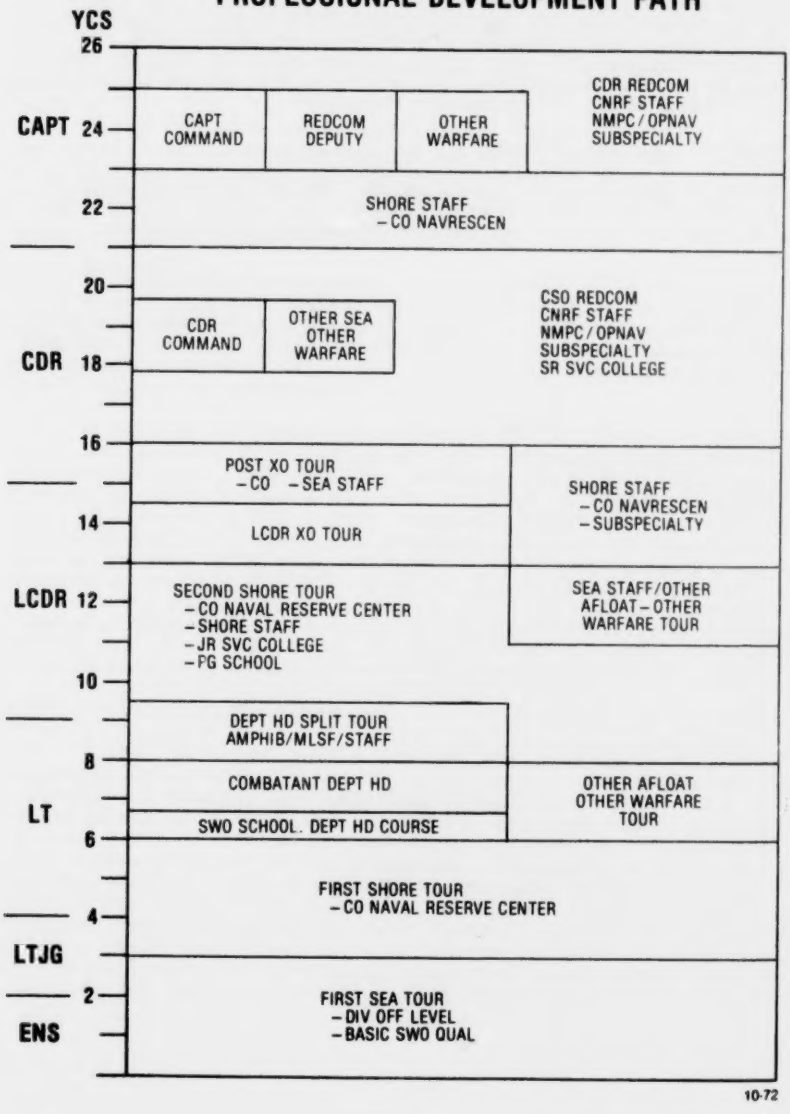

FIG. 10-1

TAR AVIATION OFFICER
PROFESSIONAL DEVELOPMENT PATH

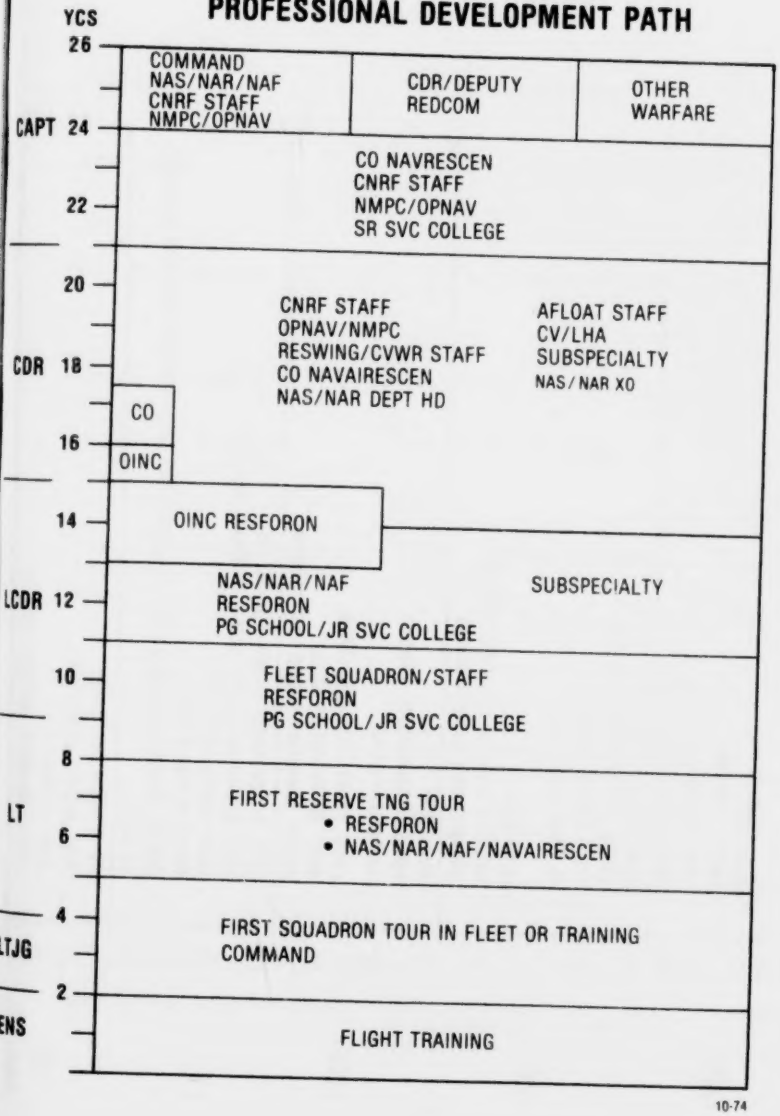

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FIG. 10-2

TAR GENERAL UNRESTRICTED LINE CAREER PATH

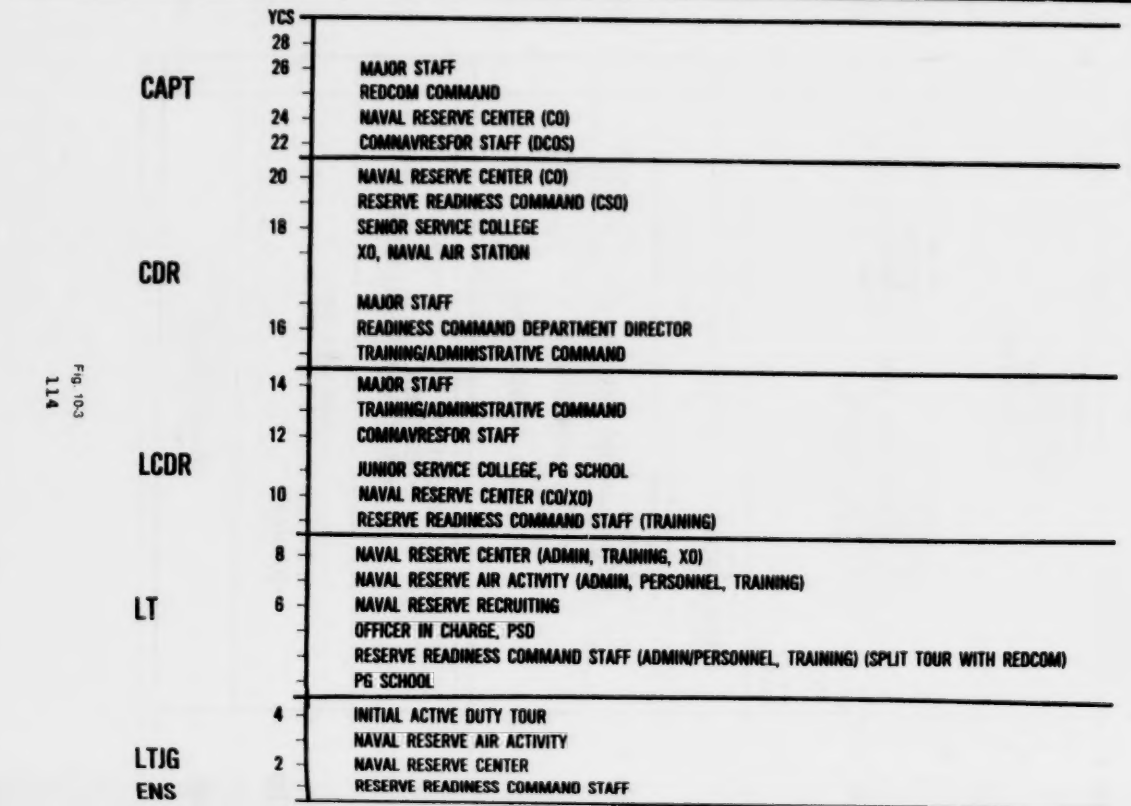

Fig. 10-3

APPENDIX A

EDUCATIONAL PROGRAMS

Program	Obligated Service	Governing Directive
GRADUATE - Fully Funded		
NAVPGSCOL	3:1, 1:1, consecutive	OPNAVINST 1520.23A OPNAVNOTE 1520
Civ University	3:1, 1:1, consecutive	OPNAVINST 1520.23A OPNAVNOTE 1520
Burke (JLOAEP)	3:1, 1:1, consecutive	OPNAVINST 1520.18D
Doctoral Program	3:1, 1:1, consecutive	OPNAVINST 1520.23A OPNAVNOTE 1520
Armed Forces Health and Professional Scholarship Program	3:1, 1:1, consecutive	SECNAVINST 1500.8 SECNAVINST 1520.8
GRADUATE - Not Fully Funded		
Scholarship/Fellowship	3:1, no max.; consecutive. Exception: if purpose is project of value to U. S., rather than degree, no obligation required	PUBLIC LAW 87-555) OPNAVINST 1520.24
Tuition Assistance	2 yrs. after completion, concurrent	CNETINST 1560.3B
DEGREE COMPLETION - Fully Funded		
Law Education Program	2:1 if completed; 1:1 if terminated, consecutive	SECNAVINST 1520.7D DOD 1322.12

Program	Obligated Service	Governing Directive
DEGREE COMPLETION - NOT FUNDED		
College Degree Program	1 yr. for each 6 mos., consecutive	OPNAVINST 1520.26
Advanced Education Program	3:1, 1:1, consecutive	OPNAVINST 1520
PROFESSIONAL DEVELOPMENT EDUCATION - Non Degree		
White House Fellows Program	2:1, consecutive	NAVMILPERSCO 1560 (annual
PROFESSIONAL MILITARY EDUCATION		
All Service Colleges (except foreign)	2 yrs., 2:1 beyond 1st yr. of education; consecutive	OPNAVINST 1301.8A
Navy Federal Executive Fellowship Program	2 yrs., consecutive	OPNAVINST 1301.9
PROFESSIONAL DEVELOPMENT TRAINING		
Naval Aviation Training	4.5 yrs. from date of designation or disenrollment, concurrent	MILPERSMAN 6610360
Naval Flight Officer	4.5 yrs. from date of designation or disenrollment, concurrent	MILPERSMAN 6610360
Naval Nuclear Power	From fleet/shore duty: 2 yrs., or 1 yr. additional to prior, whichever longer. Newly commissioned: if min. serv. oblig. less than 5 yrs., serve 1 add' yr. From PG: serve 4 yrs., concurrent	MILPERSMAN 6610300

Program	Obligated Service	Governing Directive
Naval Submarine School	From fleet/shore duty: 1 yr., or 1 yr. add'l to prior, whichever longer. Newly commissioned URL: 3 yrs. upon completion concurrent. Supply Corps: 2 yrs., concurrent	MILPERSMAN 6610320
Surface Warfare Officer Department Head School	2 yrs., upon compl, trng.	MILPERSMAN 6610340
Supply Corps School	2 yrs., concurrent	MILPERSMAN 1020150
Civil Engineer Corps Officer School	2 yrs., concurrent	MILPERSMAN 1020150

NOTES:

1. Commencing with the FY-77 input, obligated service for all full-time fully-funded graguate education is 3:1 for the first year and one year for every year therafter, to be served consecutively with any other service obligation.

2. The entire period of "Duty Under Instruction" status from date of reporting to date of detachment will be used as the basic multiple when computing obligated service.

3. "Concurrent" means that obligation may be served concurrently with obligation from other programs; "Consecutive" means obligation is in addition to any prior obligation.

APPENDIX B

Professional Development for Weapon Systems Acquisition Managers (WSAM)

GENERAL

The Weapon Systems Acquisition Management (WSAM) program was established to ensure a cadre of officers skilled in the many facets of acquisition from the unrestricted line as well as the restricted line and staff corps is maintained to fill demanding weapon systems acquisition billets. Successful management of major weapon systems programs during their development, production and deployment phases is dependent upon these officers. Most WSAM billets are in Material Command program offices in the Washington, DC area, although some are located in field activities. Within the WSAM program there are two levels of expertise, WSAM Selectees who primarily fill WP1 billets and WSAM Proven Managers who fill the more critical WW1 billets. (WP1, WW 1/2, WS1 & WT1 are Additional Qualification Designation (AQD) codes and detailed descriptions can be found in the Manual of Navy Officer Manpower and Personnel Classifications Vol. 1, NAVPERS 15839E1).

QUALIFICATIONS

Officers with the WSAM designation are selected for one of two designations by an annual selection board with a flag officer as president. WSAM Selectee (WS1) is the entry level. Prerequisites for selection include an advanced degree in a technical or business discipline and a WSAM experience (WT1) or other relevant acquisition related tour. Test Pilot School and Nuclear Power School qualify for the advanced degree requirement. Officers selected as Proven Managers (WW1/2), in addition to the requirements cited above, must have had two tours or approximately four years in acquisition billets.

TRAINING AND EDUCATION

WSAM designated officers can expect, at some point in their careers, to have their acquisition education expanded through attendance at the Defense Systems Management College or such senior schools as the Industrial College of the Armed Forces. Figures B-1 through B-7 display desired career paths for WSAM designated officers within communities having the largest input to the WSAM Program.

CONCLUSION

As in all other professional development areas, the universal factor influencing a successful career is that of performance, both in aquisition and non-acquisition tours. It is

important that URL officers continue to maintain their qualifications and viability within their specialty, including seeking selection for command. The WSAM program allows a URL officer to work in Weapons Systems Acquisition during shore duty tours while maintaining currency in operational billets at sea. The WSAM officer is considered a prime candidate for consideration as a Materiel Professional.

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WSAM - DESIGNATED OFFICER PROFESSIONAL DEVELOPMENT PATH (SURFACE WARFARE)

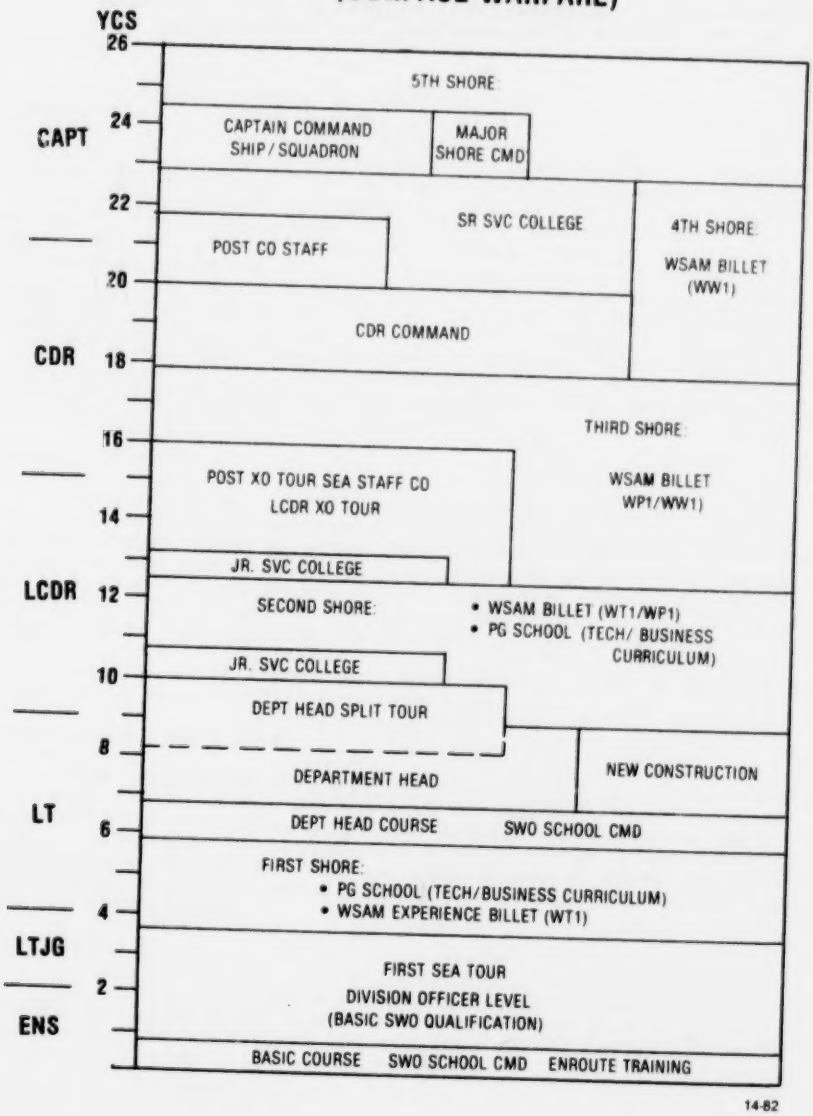

FIG. B-1

WSAM – DESIGNATED OFFICER PROFESSIONAL DEVELOPMENT PATH (AVIATION)

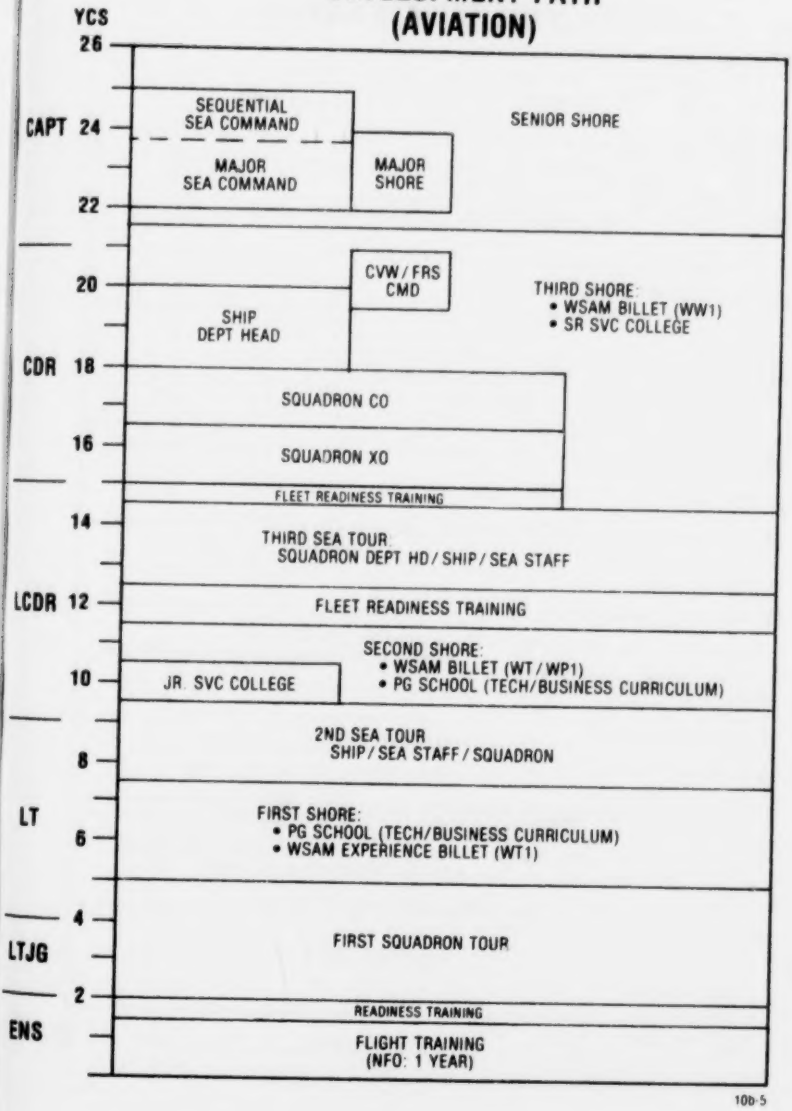

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Fig. B-2

WSAM – DESIGNATED OFFICER PROFESSIONAL DEVELOPMENT PATH (NUCLEAR SUBMARINE)

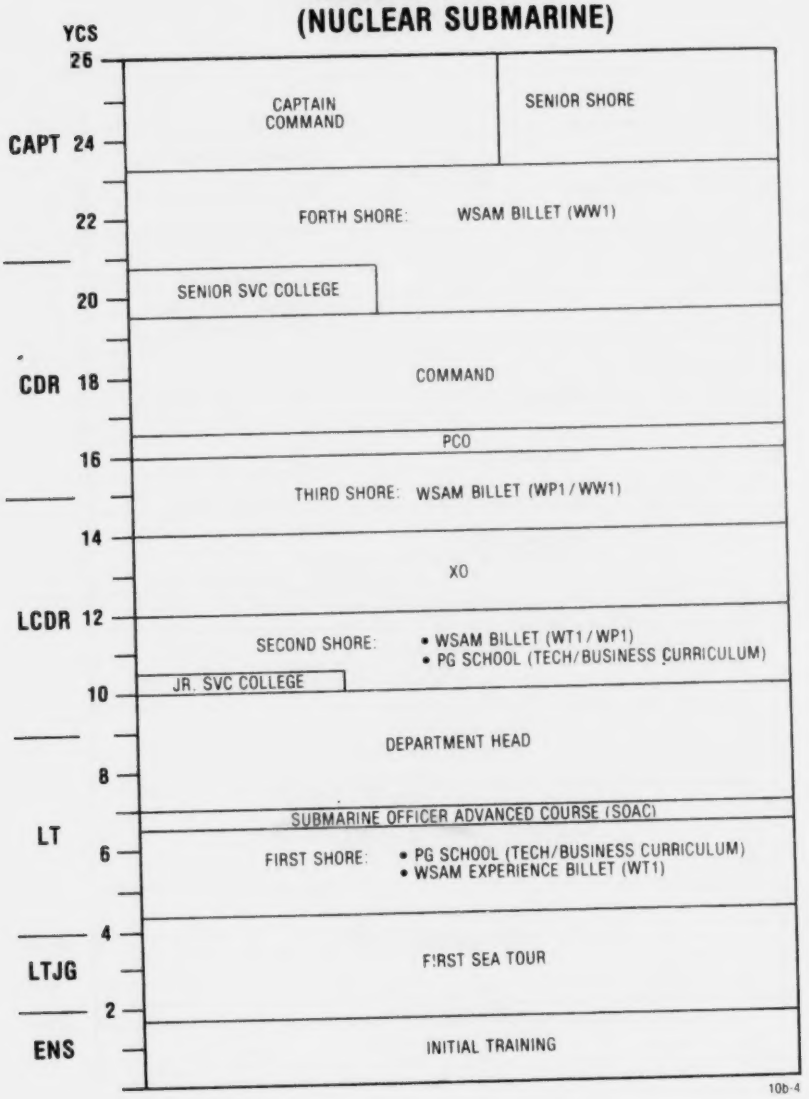

Fig. B-3

WSAM – DESIGNATED OFFICER PROFESSIONAL DEVELOPMENT PATH (ENGINEERING DUTY OFFICER)

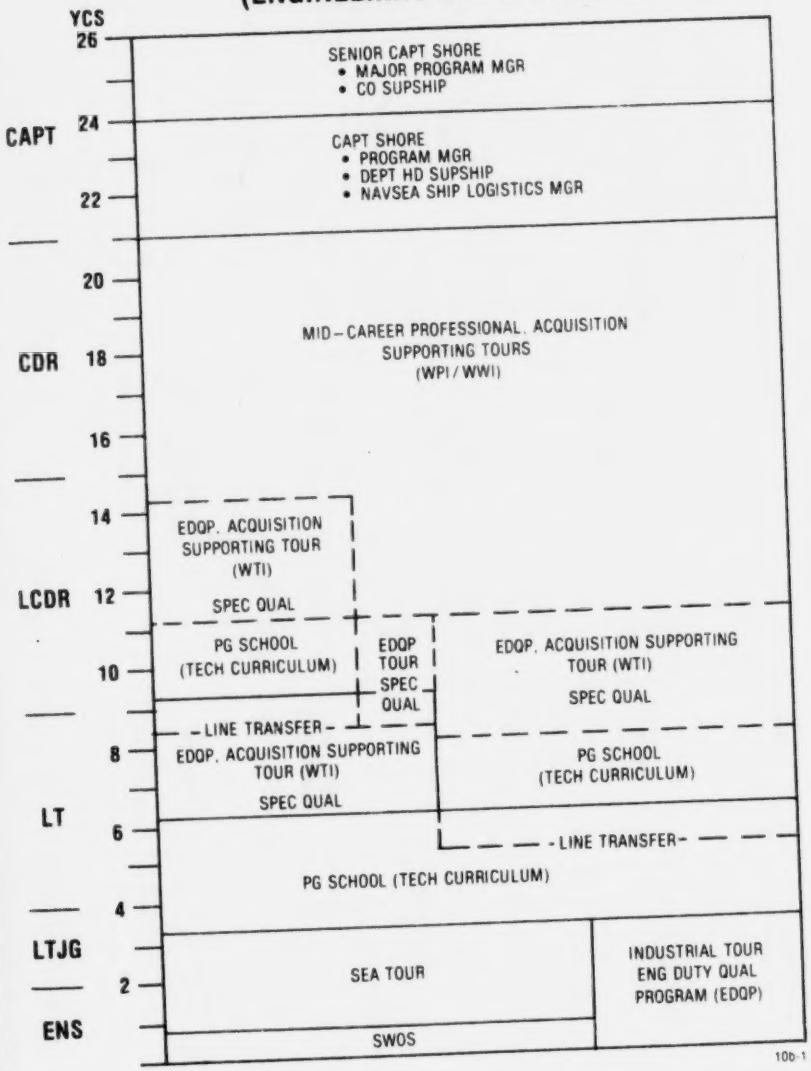

FIG. B-4

WSAM – DESIGNATED OFFICER PROFESSIONAL DEVELOPMENT PATH (AERONAUTICAL ENGINEERING DUTY OFFICER – AEDO)

DEVELOPMENT	YRS	RANK	ASSIGNMENT AREAS			
			HDQTRS	OPERATIONAL SUPT	PRODUCTION/REWORK	RDT&E
MANAGERIAL	26	CAPTAIN	PROGRAM MANAGER DIVISION DIRECTOR AED/AMD DETAILER	FLEET STAFF (ACOS MATERIAL) NALC (DIVISION DIRECTOR)	COMMANDING OFFICER NARF, NAVPRO	COMMANDING OFFICER DEPUTY PM (SPACE) DIRECTOR
	24					
	22		WW, WP BILLETS		WW, WP BILLETS	WW, WP BILLETS
TECHNICAL	20	COMMANDER	ASST PROGRAM MGR PROJECT OFFICER	FLEET STAFF (CLASS DESK) FLEET STAFF (CCG2, CCG5)	EXECUTIVE OFFICER TECH REP OINC DEPARTMENT HEAD	PROJECT OFFICER DEPARTMENT HEAD
	18					
	16		WP, WT BILLETS		WW, WP BILLETS	WP, WT BILLETS
	14	LIEUTENANT COMMANDER	ASST PROJECT OFFICER WT BILLETS	ASST CLASS DESK PROJECT OFFICER	PROJECT OFFICER DEPARTMENT HEAD	PROJECT OFFICER WT BILLETS
	12					
BASIC	10	ENSIGN TO LIEUTENANT	FLEET SQUADRON/ASSOCIATED SEA TOUR GRADUATE EDUCATION FLEET SQUADRON AVIATION TRAINING			URL
	8					
	6					
	5					
	•					
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FIG. B-5

10-68

WSAM – DESIGNATED OFFICER PROFESSIONAL DEVELOPMENT PATH (AVIATION MAINTENANCE DUTY OFFICER – AMDO)

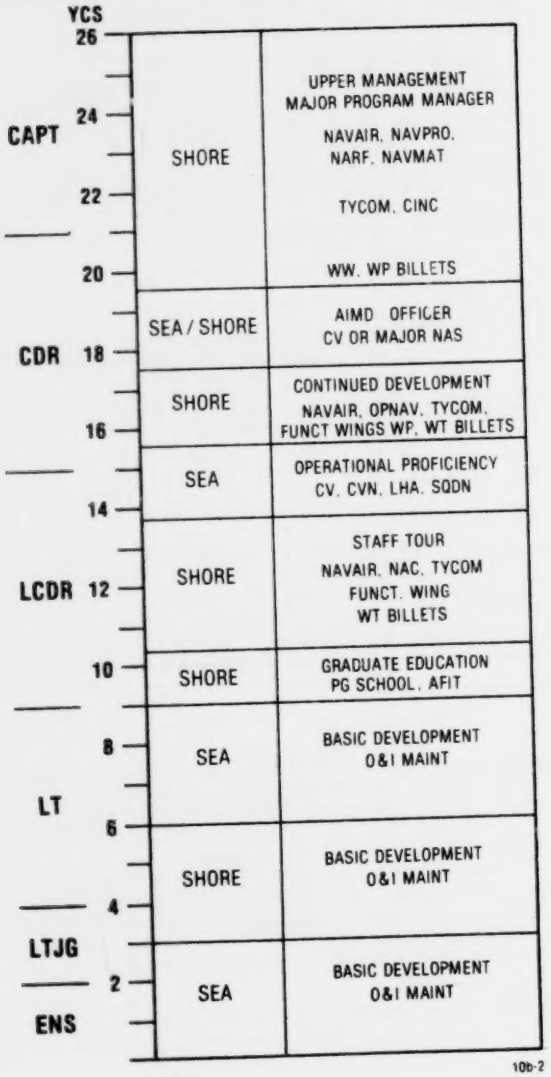

FIG. B-6

WSAM – DESIGNATED OFFICER
PROFESSIONAL DEVELOPMENT PATH (SUPPLY CORPS OFFICER)

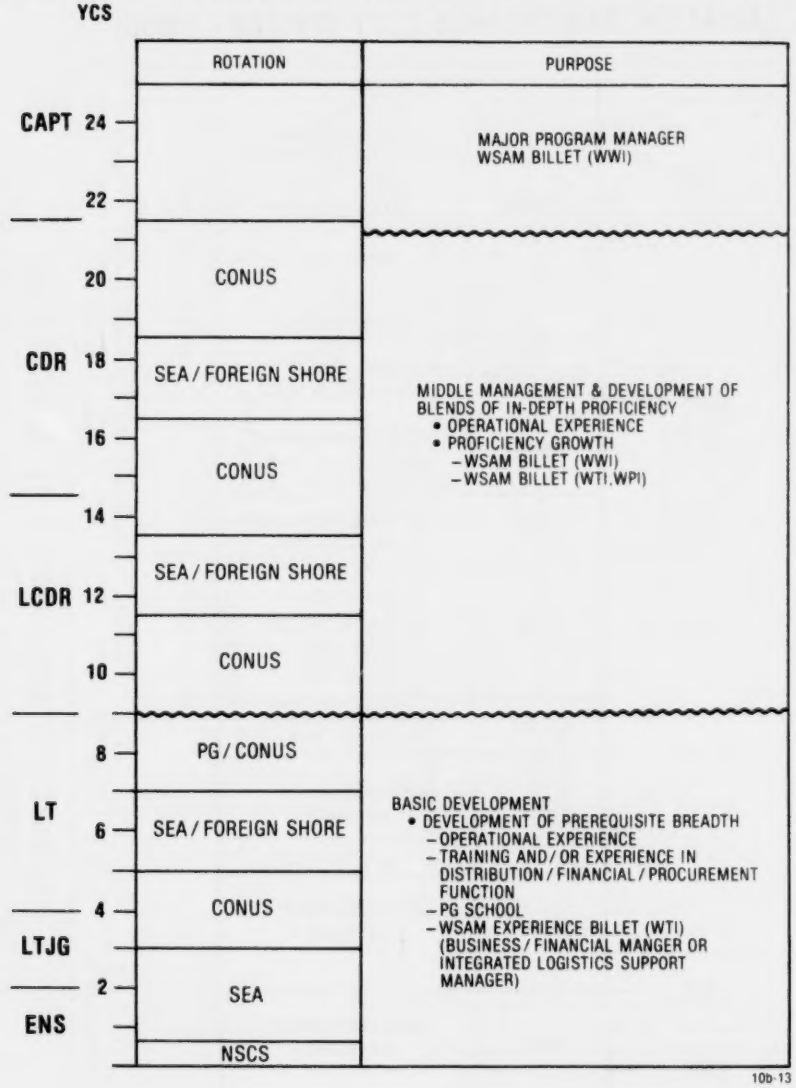

FIG. B-7

APPENDIX C

Professional Development for Materiel Professionals (MP)

GENERAL

The Materiel Professional (MP) program was established to identify, develop and use fully high quality naval officers in the sound business management of systems acquisition, logistics and technology and to enhance material maintenance and material readiness in the Department of the Navy. Officers participating in this program comprise a community of professionals at the grades of commander and above who are dedicated to increasing the effectiveness and efficiency in the timely and economical development, acquisition and support of all systems, facilities and material.

QUALIFICATIONS

Officers in the following competitive categories are eligible to become Materiel Professionals:

Aeronautical Engineering Duty (AED)
Aviation Maintenance Duty (AMD)
Civil Engineer Corps (CEC)
Engineering Duty (ED)
Supply Corps (SC)
Unrestriced Line (URL)

The MP program requires officers with naval operational, engineering, materiel management and maintenance experience who have skills and knowledge in program and financial planning, contracting and administration of facilities, contracts, logistics, engineering development, procurement, production, systems maintenance and leadership and management of military, civil service and contractor personnel.

SELECTION

URL officers are selected for this program by a formal Standing Selection Board, which makes selections from recommendations made by a formal screening board. Selectees from this Standing Board who are approved by the Secretary of the Navy are invited by letter to join the MP community. Acceptance of this invitation is voluntary and involves a designator change which identifies the officer as an MP and as a member of a specific URL sub-community. Once designated an MP, the officer serves repeat tours in the materiel arena in MP billets and/or MP-related billets (e.g. program managers, deputy program managers, staff

materiel/logistics officers). Officers screened for command will normally be expected to serve their command tour prior to assignment to their first MP tour. Entry into the MP community for Restricted Line and Staff Corps officers is concurrent with selection to O-6 and successful screening by the MP Standing Board.

TRAINING AND EDUCATION

Most MP's bring with them the requisite educational background necessary to ensure technical competency within the materiel management arena. Technical degrees are in great demand in the management of advanced weapons and systems acquisition. Further training and education are provided at the Defense Systems Management College (DSMC) at Fort Belvoir, Virginia in areas ranging from contract management to acquisition cycle planning and budgeting. A variety of courses are offered at DSMC that provide instruction in current management techniques vital to the success of our defense systems acquisition process. These include the Program Managers Course (six months), Executive Refresher Course (three weeks), contractor Finance for Program Managers Course (one week), and the Contractor Performance Measurement Course (one week).

An idealized career path for the URL officer MP is shown in figure C-1. Restricted Line and Staff Corps officers MP officers career paths are similar to the parent communities paths.

URL MATERIEL PROFESSIONAL (MP) PROFESSIONAL DEVELOPMENT PATH

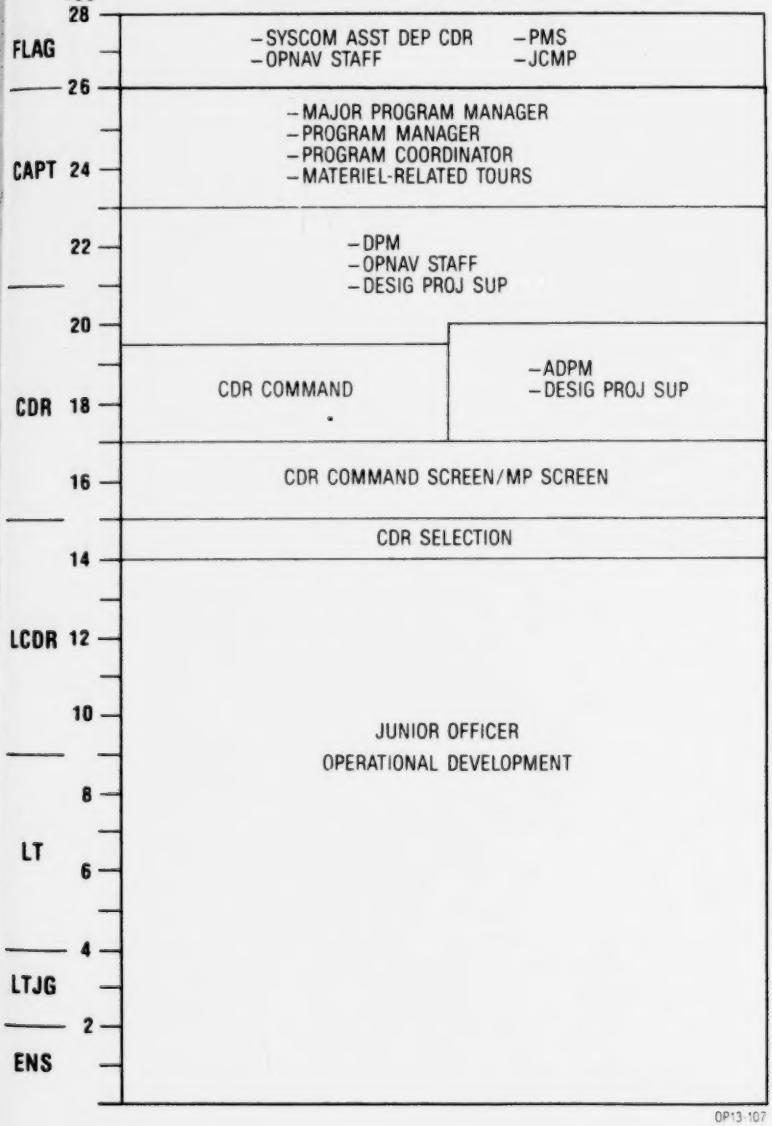

Fig. C-1

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